

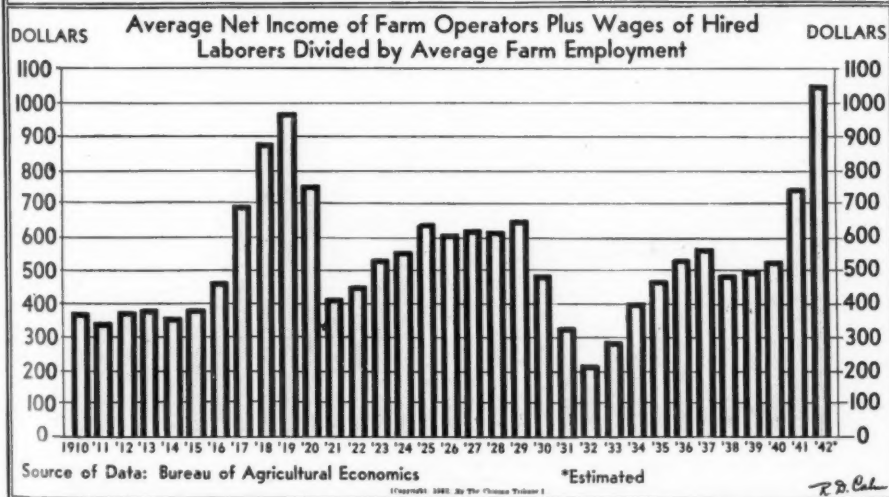
JANUARY 15, 1943



TWENTY CENTS

Sales Management

AVERAGE INCOME OF FARMERS



One of the many puzzling problems before sales executives is how to fairly ration the diminishing supply of civilian goods. Studies show that big retail operators have disproportionately high inventories, as compared with the small independents . . . The farm chart suggests a sharp angle of the problem. The farmer is doing so well that he is a prime prospect both today and tomorrow (his savings are tremendous) but the tire-gas restrictions now hold him down to shopping at the nearest town. Question: how can you get your goods to him? If that's impossible, can you sell him on waiting until they are available?

● Cash farm income in 1942 reached the all-time high of 16½ billion dollars. With expenses increasing only 1 billion, the real gain was 3 billions, or almost 25%. The average income was five times the 1932 figure.

What *Every Woman* wants to know about a Man...



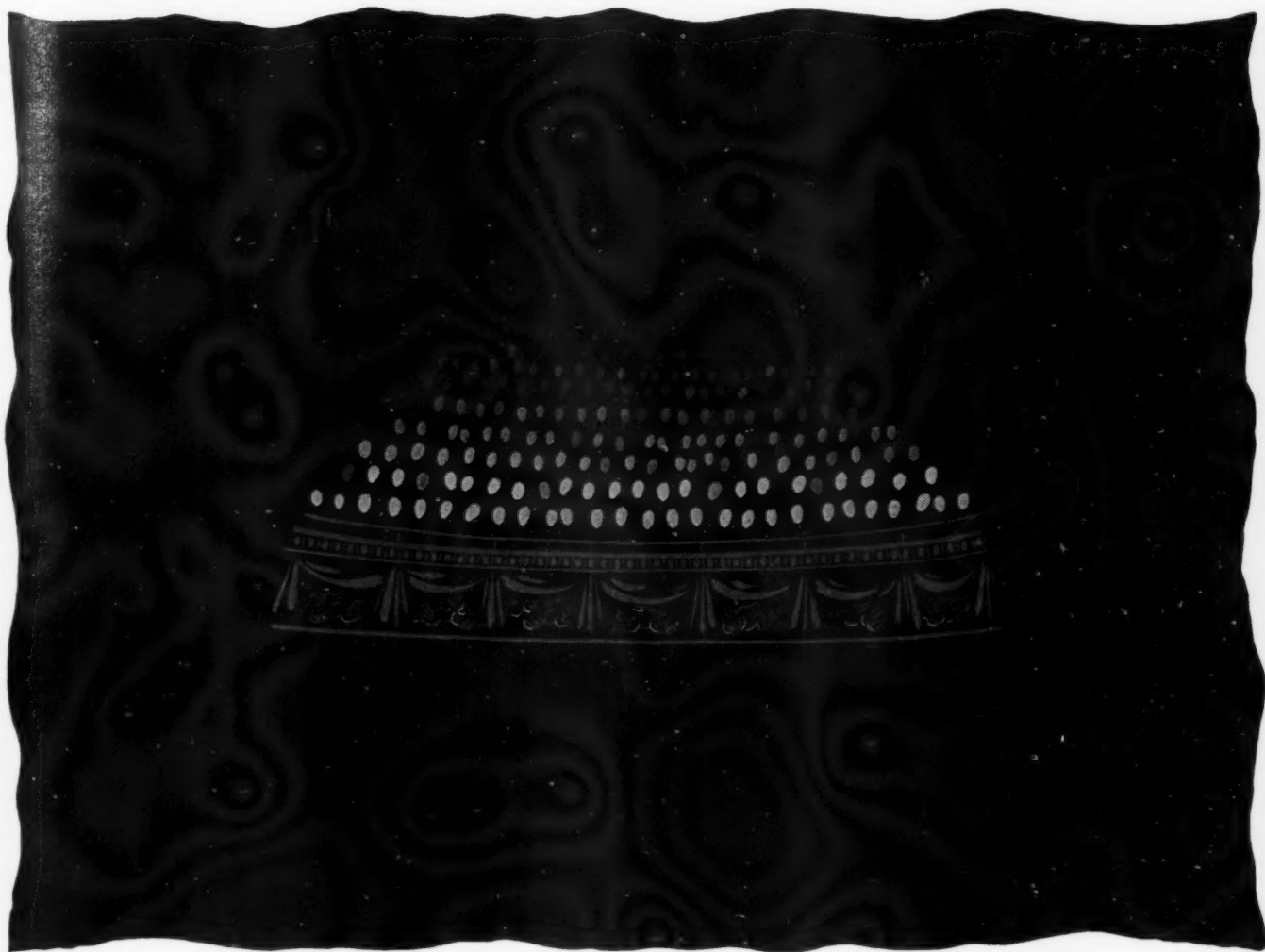
—that if he can't see action on the fighting front, he swings into action on the home front . . . that he volunteers for the service he can do best, whether it's first aid or civilian defense against possible air raids!



—that he makes the most of his well-earned leisure . . . that he always chooses the best, complimenting his guests and his own good taste by serving mild Old Schenley, first in quality among bottled-in-bonds!



Straight Bourbon Whiskey — 100 Proof — This whiskey is 6 years old. Stag-Finch Distillers Corporation, New York City
[TUNE IN JACK PEARL ON SCHENLEY'S CRESTA BLANCA WINE CARNIVAL—MUTUAL BROADCASTING SYSTEM—EVERY WEDNESDAY EVENING]



KDKA sings to the gallery

Any performer knows that success depends on popularity in the gallery—and that they've got to hear you before they can like you. ♪ And any space man knows that there are six million customers in the war-busy industrial area surrounding Pittsburgh, but that the city itself, small geographically, accounts for only 671,000 of them. ♪ It takes KDKA to reach Pittsburgh and Allegheny County and the 70 tri-state counties which hold 60 towns of over 10,000 population. It takes 50,000 watts to reach the market you want to sell. It takes KDKA to cover the people and the dealers who matter to you.



WESTINGHOUSE RADIO STATIONS Inc
 WOWO • WGL • WBZ • WBZA • KYW • KDKA
 REPRESENTED NATIONALLY BY NBC SPOT SALES

JANUARY 15, 1943

[1]



The Cuddlee Cut-Ups

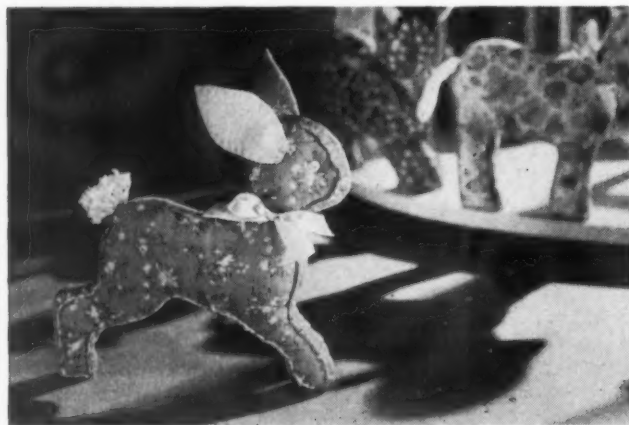
Another of a long list of manifestations of the current vogue for home sewing is the success of the "Sew Your Own Circus" items, *Cuddlee Cut-Ups*, packages containing materials for making amusing and colorful stuffed animals. Introduced to the trade only three months ago, the product has distribution in most large department stores and is winning sales laurels in all quarters.

Originator of the idea was Elizabeth Roth, needlework editor of *Woman's Day*, who took it to Dritz-Traum Co., Inc., of New York. Through its subsidiary, the Heirloom Needlework Guild, the firm worked on the idea, and designed and styled a "circus" of eight colorful animals, each (that is, the materials for making each) sold in a gay package.

Dritz-Traum, Inc., is in the business of supplying zippers to the dressmaking trade. Its subsidiary, Heirloom Needlework Guild, used to handle a big volume of sales of needlepoint and petitpoint. Before Hitler started remaking the map of Europe, the company sent its own designs and patterns to Austria, famed for its skilled needlepoint workers, where the center, or design section, of each piece was worked, then returned to the United States. The incomplete piece would then be sold, with wool for working the background, usually through the needlework department of a store.

When Austria was taken over by the Nazis, the industry—so far as America was concerned—moved to Czechoslovakia; and when that country also fell to the Nazis, the Heirloom Needlework Guild enlisted the aid of Chinese workers. Shipping difficulties put an end to that plan. Puerto Rican workers have been making the centers recently, but shipping problems still beset the firm—though, fortunately, it still has a backlog of completed centers that should last for a while.

The experience the firm had gained in marketing the needlepoint pieces (the wool for completing a piece comprising an important part of each sales transaction) was a factor in its experimenting with the Cuddlee Cut-Ups. The same merchandising policy that led the Guild to offer furniture to which needle-



Boots the Bunny, "who's always so funny," is also a honey of a seller—as are the other members of his family.

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point pieces could be applied (footstools, luggage racks, chairs, etc.), for sale with the pieces, has functioned effectively in the merchandising of the animal toys.

Every feature in the marketing of the cut-ups has been characterized by gayety and charm, backed by sound sales psychology. The envelopes in which the products are packaged, for example, are gaily decorated with drawings, in color, of the animals; and each has on it a near-life-size photograph of the particular animal to be made from the materials in that package. Under each photograph there is an amusing jingle. This is the one for the dog in the series:

"WILLIE" the WIRE-HAIRED
Of nothing is scared
From dawn until dark
Says "Hello" with a bark.

The verses for the other animals are similarly appropriate: "Cricket the Cat you'll cuddle and pat. . . ." "Elfie the Elephant is very elegant. . . ." "Fancie the Fawn Too polite to yawn. . . ." "Jerry the Giraffe Makes everyone laugh. . . ." "Pronto the Pony is very tony. . . ." "Lovey the Lamb Adores bread and jam. . . ." "Boots the Bunny is always so funny," etc.

Though the packages themselves have considerable display value, the company also offers to its outlets, at cost, a Merry-Go-Round for point-of-sale or window display. It is two feet high and made of wood painted in bright colors. There's a "hitching post," for each of the eight animals, completed versions of which accompany the unit.

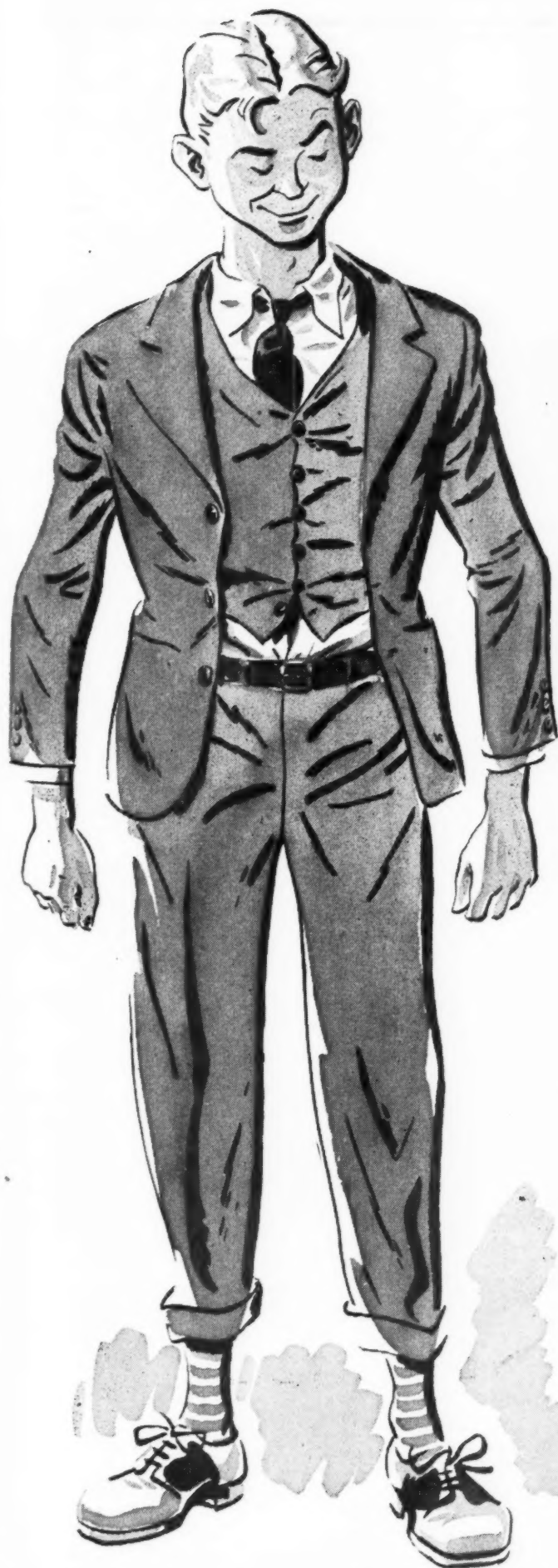
Wesley Associates, New York, handles the advertising for the product, which is sold under the brand name, Hiawatha. Copy is appearing in *McCall's*, *Needlework*, in *Good Housekeeping* and in trade journals. Current copy bears a coupon, to be sent with ten cents, for a "Drawing Book for Kiddies." The book, tying in with the *Cuddlee Cut-Up* family, has drawings of each of the animals, to be colored by children. The jingles are also reproduced. The idea behind the plan, of course, is to induce children to ask their mothers to buy the packaged toys, though the advertising message is confined chiefly to a short reference to the "Sew Your Own Circus" line.

The company's experience with needleworkers makes it optimistic about such items as the Cut-Ups. Even though more women are doing utility sewing than ever, the number who sew for pleasure is also increasing, partly because lack of transportation is forcing women to stay at home for their recreation. The Circus animals serve a dual purpose, providing a pastime for the needleworker and gifts for youngsters—and at a fairly low price, since the animals retail at about 50 cents apiece. The stores like them because they "dress up" the needlework departments, and because they lend themselves to multiple selling, since many persons buy a pair of the animals; and some even buy the entire octet.

Some Baby . . . Photography!

The war is forcing us all to make adjustments, but photographers are having more than their share of headaches, centering chiefly around shortages of materials. In numerous ways, photography is aiding in the prosecution of the war—for training service men and industrial workers, for making microfilm records (to conserve space), for identification purposes, for morale-building, and for safety training, to name just a few applications. This, together with the fact that most manufacturers of photographic equipment also make other essential war necessities, has brought about a condition under which certain materials are obtainable only through priority ratings, if they are obtainable at all.

To survive under such conditions, a photographer must be versatile. One who fits into this category is Roy Pinney, better known to the public-at-large as champion winner of camera contests open to professionals. He has several other claims to fame, among smaller audiences. In the scientific world, for example, he is known as a cameraman identified with a number of important expeditions. He made twenty trips in eleven years accompanying Beebe to Bermuda to photograph the bathysphere under-water ex-



BIGGER

than you think!

Milwaukee is America's 13th city in population, but for advertisers using only one daily newspaper in each city, Milwaukee is a bigger market than Cleveland, Baltimore, St. Louis, Los Angeles, San Francisco, Pittsburgh or Washington. Bigger because The Milwaukee Journal reaches a larger audience than any one daily newspaper published in those cities.

Here, too, is a market where *one* newspaper really delivers adequate coverage—not 60%, not 70%, but more than 90% of all city zone homes. In no other city of equal or greater size can you reach such a large proportion of the home town folks in one newspaper.

Today The Journal reader audience of 287,875 families daily and 322,218 on Sunday, is bigger, busier, richer in "work money" than ever before. So if you are seeking profitable markets where volume is big, where buying is best, where advertising costs less, The Milwaukee Journal definitely belongs on your schedule.

THE MILWAUKEE JOURNAL
FIRST BY MERIT

TR

FACTORY PAY ROLLS IN METROPOLITAN MILWAUKEE \$7,750,000 WEEKLY — DOUBLED SINCE 1940
 JANUARY 15, 1943

[3]

WHAT EVERY RADIO ADVERTISER SHOULD KNOW!



WMC-MEMPHIS
SIGNAL CONTOURS
5KW DAY - 790KC
MEASUREMENTS MADE
BY
McNARY & CHAMBERS

Coverage
and
listening
area data *

* Radio Station WMC, broadcasting over a frequency of 790 kilocycles, with a day and night power of 5,000 watts, gives a strong signal to 379,810 radio homes in its primary day-time listening area, covering a total of 3,052,647 people, in which there are 9 cities of more than 10,000 population, 55 cities with a population of 2,000 or more.

WMC
MEMPHIS, TENN.



THE "BUY-WAY" HIGHWAY OF THE MID-SOUTH

Member of
South Central Quality
Network
WMC-Memphis
WJDX-Jackson, Miss.
KWKH-KBIS-Savannah
WMBH-New Orleans
KARK-Little Rock

5,000 WATTS DAY AND NIGHT
REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY
OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

periments, visiting British Guiana twice, going to Labrador with the Grenfell Mission, and so on.

But it is as a contest winner that he has attracted greatest attention. He won first prize in the 1940 *Popular Photography* contest (a Packard automobile valued at \$1,500), for an amusing picture of a baby making a wry face over a bowl of cereal (though he later confessed that the child's expression had been evoked by lemon juice). Good merchandising on the part of the sponsor, leading to publication of news items and the winning picture in hundreds of newspapers, resulted in sales and assignments for Pinney that equaled the value of the prize.

For a while it looked as though Pinney would be typed as a baby photographer, but he would not allow this to happen. "The field is too limited," he said. "Very few assignments for baby pictures are given. Advertisers who want them buy from stock. I have hundreds of baby pictures on hand, and there isn't any point in going on and on with that one subject."

Mr. Pinney often entered pictures of babies in contests, because the subject is one of universal appeal. But there was another reason. He likes to use flash bulb equipment; and babies, because they are unpredictable and move about a good deal, are good subjects for flash pictures, on which movement at 1/1000 of a second can be stopped.

That same propensity for flash is standing him in good stead with a new specialty, producing industrial photographs in plants engaged in war work. Pictures of this kind are in great demand for advertising and publicity. People want to know what industry is doing to win the war, and pictures are an effective means of satisfying that desire. But war plants are busy, crowded places nowadays. Flash equipment is portable and can be used with minimum disturbance to workers. It permits taking pictures in badly lighted corners, under a variety of conditions. Within recent months, Pinney has made pictures for Allison Division of General Motors Corp., Buick Motor Division, Goodyear Tire & Rubber Co., Inc., Shell Oil Co., Inc. and U. S. Steel Corp., for advertising purposes.

Mr. Pinney retired from the contest arena about a year ago, either because he thought he should let others have their innings or because of the pressure of other duties. He says his retirement is temporary and that he is going to enter the fray again very soon. One wonders how he can, however, for he has been holding down as many jobs as a cat has lives. He operates his New York studio in the regular way, making advertising and publicity photographs. He also represents the interests of five publications, for whom he is "our New York photo correspondent," in addition to selling photographs to, and filling assignments for, a long list of magazines. He teaches a group of A.W.V.S. girls and other classes at the School of Modern Photography. He serves as Photographic Officer of the American Camouflage Corps. He even finds time to do a bit of lecturing and writing on subjects connected with photography. He is unusual, perhaps even unique, in selling his pictures through a number of picture agencies: Black Star, Free Lance Photographers Guild, Monkmeyer, Pix, and Three Lions. "I give them each a different type of picture," he explains.

When he was going in for contesting in a big way, Mr. Pinney entered all types, sending pictures to fit all classes. He says he often won several hundred dollars, through a number of entries, in a relatively small contest. He did not pass up contests sponsored by trade journals, which paid him good dividends. The state fairs were happy hunting grounds for him, their contests permitting him to win in such classifications as Babies, Animals, Pictorial, Hobbies, Landscapes, etc.

Prospective contestants need not be too elated at the thought that Mr. Pinney is extremely busy now, with war work, teaching, running his studio, etc. He insists he is not too busy to get back into contesting. "Trouble with me is that I waste most of my time," he says remorsefully, though he attributes this weakness to the fact that photography is a profession that does not permit the most efficient use of one's time. Besides, even if he should become even busier than he now is, he has on hand 100,000 negatives, a large proportion of which could be adapted to contest entries.

FROM TIME MAGAZINE

The Nine Others

Sirs:

On page 59 of TIME, Oct. 26: "La Prensa
... is one of the world's ten greatest papers."
What, in your opinion, are the other nine? ...

R. M. MARKHAM

St. Petersburg, Fla.

► As a proposal: the London Times,
Manchester Guardian, New York
Times, New York Herald Tribune,
Baltimore Sun, St. Louis Post-Dispatch,
Washington Post, Kansas City Star,
and one more to be named by the
reader.—Ed.

TIME, November 16, 1942

Thank You
TIME

THE KANSAS CITY STAR.

JANUARY 15, 1943

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Sales Management

VOL. 52, NO. 2 JANUARY 15, 1943

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 15, 1943.

Your Rationing Problem

PLEASURE TRAVEL WAS BANNED in the East just a week after Donald M. Nelson gave this warning, "The mobility of consumers will be greatly restricted both of necessity and by consumer choice. Travel by automobile is due for restriction much more drastic than that obtaining today. Travel by common carrier will be increasingly inconvenient and in many instances not permissible."

"Reduced variety of goods, rationing, price controls, the value of time to the individual and the general level of consumer incomes are among the factors which will reduce consumers' desire to 'shop around' or to buy a distance from home."

"These factors suggest that goods must be available to consumers close to their homes, and that such locally available merchandise should cover almost the whole range of essential needs."

And that puts it pretty squarely up to the sales executives of the nation. Under today's conditions the retailer supply situation is highly mixed and the manufacturer must compromise as successfully as possible between what is fair and equitable to consumers and retailers on the one hand, and his own selfish interests on the other.

With retailers clamoring for goods the manufacturer can probably help his pocketbook best today by selling his available stocks to the largest distributors, but is this a sound move for his business of tomorrow? Should he take this opportunity to cut down on inequitable discounts and special allowances?

With transportation so difficult, the easy way out might be to concentrate sales and deliveries in the big cities, but this would be unfair to dealers and consumers in the small cities and rural areas. Read the story which is told on the chart of the front cover of this issue. Farmers are making so much money that it is impossible for them to spend it all. They can't drive scores of miles to the big cities as they once did. Consequently there is a challenge to the sales executive to find ways and means—despite difficulties in transporting both salesmen and merchandise—of spreading the available goods so that tomorrow's customers will not be neglected.

The Farmer in Post-Hostility Days

UNLIKE THE LAST WAR, when a speculative land boom added greatly to farm mortgage debt, farmers in the last three years have been taking advantage of their favorable income to pay debts and put themselves in a more secure position for the war aftermath. Many farms are changing hands, but not at speculative prices. Down payments are relatively large, and interest rates are low.

The high farm income and the strengthened financial condition of farmers should cause sales executives to give them increasing attention. Unless bad weather conditions should prevail this year, the 1942 income will be smashed by a wide margin. The country's 1943 agricultural goals are high, but the increase is needed to meet the civilian demand and for the doubled share going to military and Lend-Lease.

The greatest change in any of the farm quotas for 1943 is in the goal set for poultry and eggs: chickens upped

28%, turkeys 15%, eggs 8%. This puts it up to our hens to really come across handsomely, and they seem to hold the balance of power in all of the warring countries. Curt Reiss, in a fascinating book called "Underground Europe," tells of the problems which the Germans have in getting what they consider fair production out of the conquered countries.

The stubborn Dutch are their greatest headache, and when the number of eggs turned over to Nazi authorities failed by a wide margin to meet German quotas, they decided that the Dutch were holding out on them. So they took a census of all the hens in Holland and applied to each hen the scientific quota which one of their bureaucrats worked out. Then they served notice on the Dutch farmers that if they didn't turn over the required quota from each hen on the place, they must submit in lieu thereof a sworn statement from a veterinarian that it was the hen—not the Dutch farmer—who was responsible for the failure to produce to Nazi standards.

Record Breaking Savings

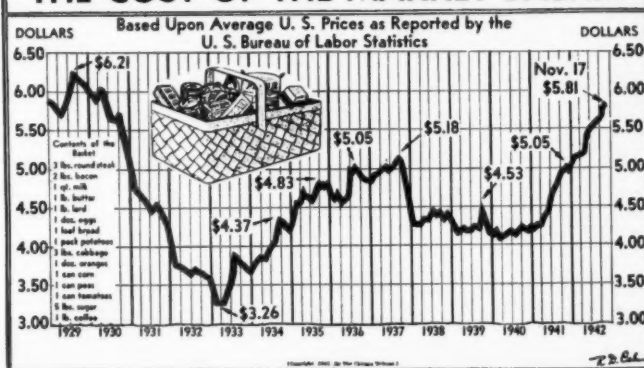
THE NATIONAL INCOME IN 1942 is estimated at slightly better than \$117 billions, but largely because of corporate savings only \$114.7 billions were paid out to individuals, as against \$92 billion last year. This is a 24% gain, but adjustment for cost of living reduces the gain in purchasing power to 12%.

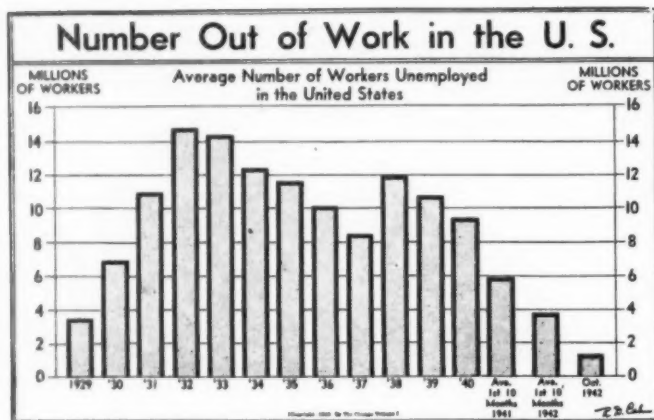
Here is where the money went: For retail goods and services, amusements, hotel accommodations, transportation, rents and the like, about \$81 billion; for taxes \$6 billion; for savings \$27 billion.

There is a vast accumulation of savings in banks and pocketbooks which, if spent, would send prices through the ceiling and produce inflation. Outstanding in cash, savings accounts, and checking accounts is a sum of \$70 billions, the highest in history. In addition to this cash, Americans have accumulated \$33 billions in insurance and pension reserves and \$24 billions in Government Bonds. The amount of insurance now in force totals about \$111 billions.

Two phases of this huge reservoir of savings are of primary interest to sales executives. One is that if price controls do not remain tight, the value of savings might be cut in half by inflation. The other is that it further highlights the importance of post-war market planning.

THE COST OF THE MARKET BASKET





Find Jobs for 54,000,000

WINNING THE PEACE FOR BUSINESS means planning to create jobs for returning soldiers, sailors and war workers, and thus help to assure a free society and high living standards for people in all walks of life. They are the words of Paul G. Hoffman, chairman of the committee for Economic Development, an organized group of business leaders which has been working quietly for several months on post-war planning.

Dictatorships, wars and restrictions on private business may be traced in the main to one thing—unemployment. That seems to be the number one conclusion of the committee. Tied in with that is the conclusion that private business should and can solve the problem with a minimum of government help and dictation.

Instead of waiting until after the war to plan for full employment, the committee urges that it be done now, and it has a most effective argument which is summarized in the following tables of employment and output. The figures for 1940 are accurate, those for 1943 seem reasonable and those for 1946 (or 194?) are naturally guesswork, but they give an idea of the size of the problem.

EMPLOYMENT OF AVAILABLE MANPOWER (in millions)

	1940 (ave)	1943 (December)	1946? (ave)
Civilians employed	46	33	54
Unemployed	9	None	None
War workers	0.4	20	1
Armed forces	0.6	9	3
Totals	56	62	58

The table of output suggests how much production will be needed to employ all those people in 194?:

GROSS OUTPUT OF GOODS AND SERVICES (in billions of 1941 dollars)

	1940	1943	1946?
Private spending	85.2	65.0	115.1
Government non-war spending	13.9	10.0	13.9
Government war spending	2.8	85.0	6.0
Totals	101.9	160.0	135.0

The committee believes that business should take the lead, instead of waiting for government. The plan calls for businesses—small and medium as well as large—to make specific plans now for the specific things they can make or do for the creation of sales—and consequently employment—after the war.

To every employer they say, in effect, "For every nine workers you employed in 1940, you must find employ-

ment for eleven when the war is over." This is calling upon business to gamble as it has never gambled before. Instead of waiting for purchasing power to spring up through some miracle or through government pump priming, the committee is suggesting that if business take the gamble to hire the people and make the goods, it will produce the necessary purchasing power to take the goods off the shelves.

Business men who are interested in learning more about the committee and its plans should write to the Committee for Economic Development, Department of Commerce Building, Washington, D. C.

The trustees and regional chairmen are all men with a record of solid achievement,—men like Clarence Francis, of General Foods Corp.; M. B. Folsom, Eastman Kodak Co.; David C. Prince, General Electric Co.; Ralph E. Flanders, Jones and Lamson Machine Co.; Charles F. Kettering, of General Motors Corp.

The Industrial Advisory Board of the committee is holding a two-day conference January 25 and 26 of marketing analysts for the purpose of reviewing and criticizing an about-to-be issued handbook on "Markets After the War," and to consider ways in which additional analytical work needed in the post-war planning activities of industry can be completed. Your editor is honored to be one of the twenty men to be invited to this conference.

Significant Shorts

Business Has a Lot to Talk About: The year-end business review sections of metropolitan newspapers were record-breakers this year. Obviously business has much that it wants to say to the public. It is saying it and saying it well. Raymond Clapper, in one of his syndicated Scripps-Howard columns, the other day quoted from recent institutional advertisements which talk about a better world after the war, and he said, "The contrast between the vision in some of this advertising and the run of moth-eaten political speeches is painful. Industrialists are showing far more imagination than politicians."

The Department of Commerce Is Threatened: The President is under pressure to reduce non-war expenditures. While his budget message did not go into details as to where cuts are to be made, a Washington dispatch "reliably reports" that one of the biggest slashes is likely to be made in the Department of Commerce, with the field offices of the Bureau of Foreign and Domestic Commerce being knocked out completely. This, we think, would be an unwise saving. For years the Department of Commerce was among the weakest of the Washington departments. In the past two or three years it has been revitalized and the field offices have been doing a truly helpful job for business. Not only have they carried to the field the information available through the home office, but their regional business consultants are men of such stature as to be able to give sound advice and counsel. Watch for news of the reported cut. If it does appear, tell your congressman how you feel.

Correcting Mailing Lists: With the business death rate going up and the business birth rate going down, what is happening to your mailing list, which probably never was anywhere near so accurate as you hoped it was? SALES MANAGEMENT, annoyed by the many evidences it sees of conspicuous waste in mailing lists, started to get its own lists in order before preaching to others. Now, after finding out how lousy our own lists were, and doing something about it, we can preach to subscribers with a fairly clear conscience.

PHILIP SALISBURY

SALES MANAGEMENT

NEWS REEL



FISCHEL

VICTOR A. FISCHEL, general sales manager, Seagram-Distillers Corp., New York City, has been elected vice-president in charge of sales and advertising. Mr. Fischel has been with the corporation since 1934, his first position being that of assistant manager of Metropolitan New York.



BEDFORD

A. CLARKE BEDFORD has been made general sales manager, Standard Oil Co. of New Jersey, and its affiliated Esso Marketers, succeeding R. T. Haslam. He has been with the company and its affiliates for thirty years, and has been assistant general sales manager since 1926.



ELRICK

ROBERT F. ELRICK has been appointed director of advertising and marketing research, The Quaker Oats Co., Chicago. Mr. Elrick formerly was director of research, Ruthrauff & Ryan, Inc., and before that was in charge of research for Blackett-Sample-Hummert, Chicago.



MURTFELDT

EDWARD W. MURTFELDT has been made associate advertising manager, Post cereal products, General Foods Corp., New York City. He previously was with Lord & Thomas and Young & Rubicam, and served for several years on the editorial staff of Popular Science, New York City.



GEBHART

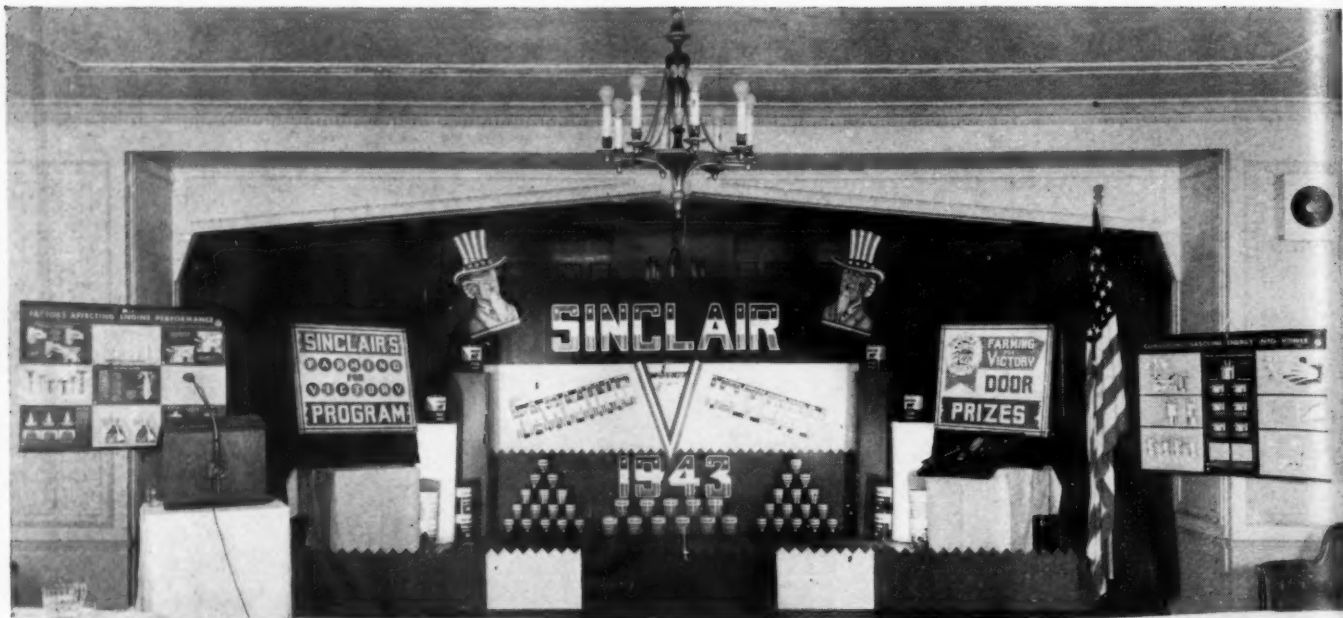
WALTER H. GEBHART has been appointed domestic sales manager, Henry Disston & Sons, Inc., Philadelphia. Mr. Gebhart formerly was in charge of industrial sales. He has been with the company thirty-three years, fifteen of which were devoted to sales.



THOMAS

HAROLD B. THOMAS has been elected vice-president, Sterling Drug, Inc., Wheeling, W. Va. Mr. Thomas is president, The Centaur Co.; vice-president, The Cummer Products Co., Ironized Yeast Co., and the Mollé Co., all subsidiaries of Sterling Drug Inc., which have been absorbed by the parent company.





Sinclair men "dress up" their meetings with attractive product displays.

Sinclair's "Farming for Victory" Program: What It Is, How It Works

In 1942 Sinclair Refining Co. sponsored 1,622 meetings of farmers, attended by 263,000. Their primary purpose was to show the nation's growers what the proper use of fuels and lubricants can do toward keeping farm equipment operating at full efficiency. Thus Sinclair builds good will, contributes measurably toward winning the war.

Based on an Interview with
W. J. ANDREE
Merchandising Manager
Sinclair Refining Co., New York

FIVE years of practical experience in educational work in the farm field is enabling Sinclair Refining Co. to conduct a 1943 "Farming for Victory" campaign, helpful to individual farmers everywhere, stimulating to petroleum business affected by enforced rationing, and of value in contributing to the progress of the country's war effort.

Sinclair's "Farming for Victory" program, a packaged plan for the company's 1,800 agents, is the fruit of a system that has been evolving through the past five years; a system so well planned and presented that it practically ensures successful meetings.

When the company began to encourage its agents (wholesalers of Sinclair products) to get their farmer-customers together in groups and give them demonstrations of the proper

care of tractors and other farm equipment, and show educational films to them, it also began to learn many things about the preferences and tastes of farmers. It learned that they like to make a social occasion of any gathering; that they can be counted upon to attend only if their wives and children also are made welcome; that they like a bit of entertainment sandwiched in with instruction and sales promotion; and that at least a part of that entertainment must appeal to all members of the family.

Last year 1,622 meetings—planned in accordance with the knowledge Sinclair has gained about farmers' requirements—were held, with a total attendance of 263,000. This year, despite the war, the record promises to be even better. This expectation is based upon the fact that farmers are

urged to increase by 25% their production of foods, fibers and other commodities; and they can attain this end only by working at maximum efficiency.

Demands made upon the farmer come at a time when he faces a shortage of labor. Moreover, certain kinds of new equipment are scarce or entirely unobtainable for the duration of the war. Obviously, the farmer will turn a responsive ear to the type of information he has learned to expect from Sinclair—information compiled as a result of surveys and study covering the problems of farmers. Most of this help centers about the proper use of fuels and lubricants to keep farm equipment operating at top efficiency, and particularly lubrication as a means to prolong the life of the equipment. But other useful knowledge also is being imparted.

The plan for the Sinclair "Farming for Victory" campaign is passed along from the district manager to the agent, who familiarizes himself with its details and explains and "sells" it, in turn, to his routemen (salesmen). No step is left to chance. The company advises the agent on such points as selecting the time and place of the meeting and publicizing it; on the entire procedure to be followed during the meeting; and on the follow-up through the routemen. There are also forms for ordering meeting literature and other material from the district office—"Giant Invitation Cards,"

registration cards (the perforated type, one-half of which is used in a drawing for door prizes), and "Farming for Victory" buttons to be worn by employees of the agent's organization and routemen.

Instructions to the agent are complete in every detail. On the subject of "Selecting a Meeting Place," for example, there are reminders that space and facilities for preparing and serving refreshments must be provided; that the place chosen also should be suitable for the showing of the educational and entertainment films which are a part of the meeting; and that township high schools, Grange halls and county courthouses are suitable places for such meetings, since farmers are accustomed to them and do not consider it necessary to wear their "Sunday" clothes in them.

Publicity Aids

To aid in publicizing the event, the agent receives three publicity stories, complete except for names and dates, for the use of local editors—one two weeks before the meeting, one immediately before it, and one after it takes place. The company also furnishes copy for, and pays half the cost of, newspaper advertisements in the form of invitations.

As their name implies, the "Giant Invitation Cards" are large (8" x 5") and striking, printed in blue and red, with a reproduction of a frame from the motion picture, "Farming for Victory," as an illustration, and a list of several of the meeting's features. These cards are adapted either for mailing or for handing out personally to prospective guests.

The program for the typical meet-

ing consists of a welcoming address by the agent; a talk on the operation of the tractor on gasoline and the subsequent showing of the slide film, "The A-B-C of Good Tractor Operation on Gasoline"; a talk on the subject, "Farming for Victory," by the meeting conductor, to introduce the sound motion picture by the same name. This film shows a real farmer giving his equipment the care required to keep it in efficient operating condition. Then comes a talk by the agent to stimulate interest in the door prizes, followed by the entertainment film, a Mickey Mouse or something of the sort; and finally the door-prize drawing. The prize drawing is put on with showmanship and can be considered an entertainment feature.

Entertaining Meetings

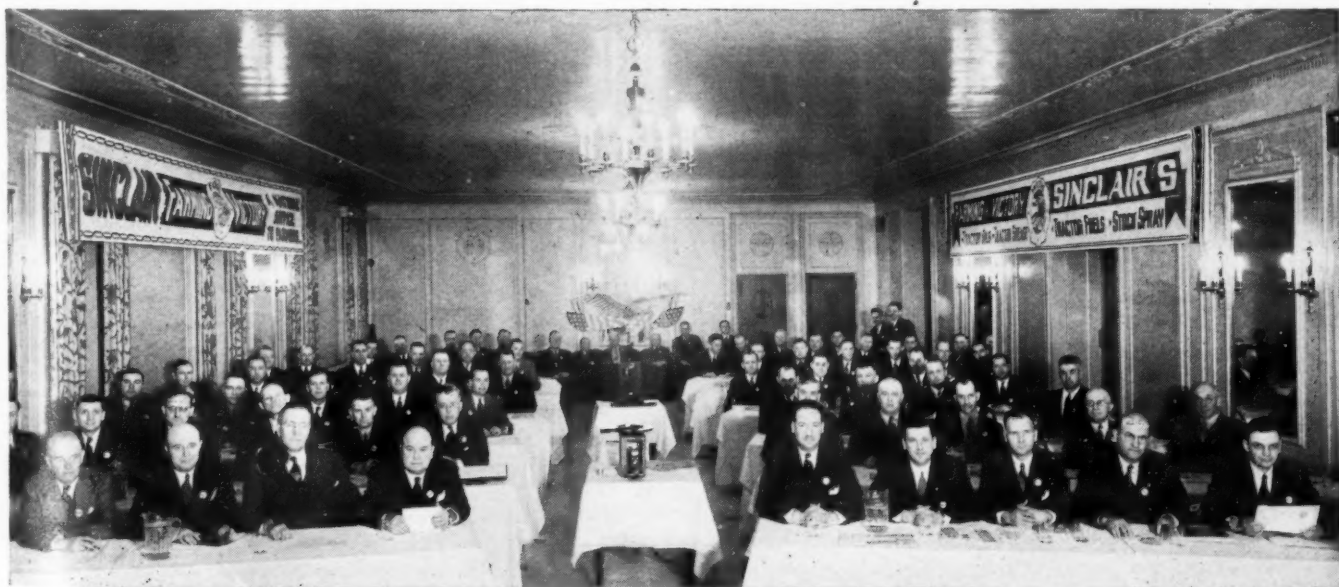
At the close of the formal section of the meeting, refreshments are served. These vary with the community, sometimes taking the form of coffee and doughnuts, hot dogs and a cola drink, a fish fry, etc. In addition to the motion picture attraction (usually a comedy), there often is another feature to please children and young people. Sometimes it is a number or exhibit by 4-H Club members. Sometimes it is a performance by a local band, or a dance. One successful feature has been a magic show, with a live rabbit promised to the child who behaved best during the entire performance! The expense involved for the meeting room and refreshments is shared on a 50-50 basis, up to a maximum cost of \$25 to the company.

Among typical meetings held last season were one at the Cambridge,

Md., High School, attended by 217 of 300 invited farmers and their families; one at the Grange Hall, Pekin, N. Y., with 128 in attendance; one at the Highland Belle School House, Kerr's Creek, Va., with 152 of the 208 invited, in attendance despite heavy rain. A meeting at Somerset, Pa., sponsored by the Somerset Gasoline Co., Sinclair agents, at the high school auditorium, had an attendance exceeding 1,100, with entertainment by Slim Bryant and his Georgia Wildcats. In their reports of meetings, agents usually specify the number of farmers who asked for and received servicing information, as, for example, "At a meeting in Polish Hall, Riverhead, L. I., agent Bass set up special servicing cards for 28 farmers, with a sizable amount of products sold on order."

The "Plan Book"

The extent to which the company helps the agent prepare in advance for the meeting is indicated by the inclusion in its "Plan Book," of suggested talks by the agent and the meeting conductor, or special representative of the firm, who helps the agent. Other features of the meeting are treated in considerable detail. For example, there are instructions on the showing of films. There is even a section entitled, "Hints on How to Make Your Door Prize Drawings More Fun" (by letting children draw, or by letting each winner draw the card for the next winner, etc.). There also is advice on "dressing up" the hall for the party, in such ways as to including a display of Sinclair products, a salvage display, government posters, etc.



This audience of Sinclair men listen with great care to the company's "Farming for Victory" program, and discuss how they can launch the plan most successfully in their territory.

The follow-up procedure is planned just as carefully as is the meeting, which is, in a sense, a device to pave the way for Sinclair routemen to offer the services the company is making available under the "Farming for Victory" program.

As soon as possible after each meeting, the routeman visits each farmer in his territory, wearing his "Farming for Victory" button, and taking with him the survey forms with blanks for listing information on the farmer's tractors and trucks (their make, model and year). This visit enables the farmer to check and determine whether or not he is using the correct type of spark plugs in his tractor, whether carburetor and manifold are properly adjusted, and whether the proper fuel for maximum efficiency is being used in each instance.

Triplicate Survey Forms

These survey forms are filled out by the routeman in triplicate, one copy to be sent to the Lubrication Department of the Sinclair organization, one to be retained in the agent's office, and one to be retained by the farmer.

There also is space for jotting down the requests of the farmer for the material Sinclair now makes available to help him weather the current difficult war period.

Aids of particular value to the farmer are the Sinclair Lubrication Charts, one for each of the leading makes of tractors and trucks. These are so designed as to permit even a person with slight mechanical experience to master the rudiments of keeping a tractor or truck properly lubricated.

Service Record

The Sinclair "Preventive Maintenance Record" is a card with space for keeping track of service accorded trucks (with provision for dates, mileage, etc.), and reminders of the various points to be checked and the type of service that should be given. Under the heading, "Service Required Every 5,000 Miles," for example, are fourteen operations (in addition to those required after every 1,000 miles of duty), among them: "Transmission—drain, flush and refill (every 5,000 miles or twice yearly); *Air Cleaner* (oil bath) clean and refill; *Engine*—

tune up; *Hose Connections*—tighten; *Shock Absorbers*—check. . . ."

Ever since it launched its farmer-education programs, Sinclair has laid great stress on spreading the gospel of the value of lubrication and of otherwise taking proper care of agricultural machinery. Valuable as this equipment is, there often has been a tendency on the part of farmers to leave it out in all kinds of weather and to neglect lubricating it so long as it would function at all. In one sense, the war is having a wholesome effect, for it is forcing farmers to realize the necessity of caring for their machinery.

Aid New Operators

On the other hand, the labor situation is such that valuable equipment—irreplaceable now—often is used by less experienced operators, women and sometimes youngsters of fifteen or so. For these, the Sinclair charts are rendering a worth while service, since they make the lubricating processes relatively simple to anyone willing to make the effort to master them.

Other Sinclair literature useful to farmers are: "Farm Time Savers," an

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USE HIGHEST GEAR PRACTICAL

A rubber-tired tractor is a relatively high speed machine and operates most efficiently as such. Also, the higher the speed the less weight will be required to prevent slipping. Remember, the total work done is the *product* of the speed of the tractor multiplied by the width covered per cut or per round. Therefore, if a tractor pulls two plows instead of three, but pulls them 50% faster, the work done is the same; so work in the highest gear practical for the particular operation involved. By preventing slipping, higher working speeds also prevent needless abrasion and wear on the tread. Your tires will wear longer and give you good, clean-cut grip and traction throughout the life of the tread if slipping is avoided.

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AVOID NEEDLESS DETERIORATION


(a) When splashed by chemicals, such as those used during spraying, tractor and implement tires should be washed clean with cold water to prevent after effects on the rubber.

(b) The compounds used in the tread and sidewalls of most farm tractor and implement tires are resistant to deterioration from barnyard acids. This is especially true of Goodyear tractor and implement tires. Nevertheless it is good practice to keep tires away from prolonged exposure to these acids except when necessary in the hauling of manure. If manure straw clings to tires, it should be removed when work is completed.

(c) Keep grease and oil away from tires on tractors, implements, trucks, and automobiles. Both grease and oil destroy rubber.

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One of the most useful pieces of literature which Sinclair has developed as part of the "Farming for Victory" campaign is a booklet, "Here's How to Make Your Farm Tires Serve Longer." Twelve rules are given, and each is suitably illustrated.



THE "LOW-DOWN" TO BEAT LAY DOWN

Wouldn't you like to have the "low-down" on your trucks that can prevent lay-down?

You can get that "low-down" through Sinclair Lubrication Charts and Preventive Maintenance Records.

The Lubrication Charts show where and tell when to lubricate every bearing, gear, and fitting with correct lubricants.

The Preventive Maintenance Charts enable you to keep a complete record of servicing needed and given to every truck.

Unlike tire inspection, lubrication "inspection" is not compulsory. But Sinclair Charts make lubrication "inspection" simple and lubrication servicing sure.

The Charts are free! With their "low-down" you can beat lay-down. Trucks correctly lubricated have staying power—particularly for staying out of the shop.

There are Sinclair Lubrication Charts for all makes and models of trucks—even special personalized charts for your equipment, if necessary. You can obtain them, without charge, from the nearest Sinclair Office or Agency. Phone or write today. Save wear with Sinclair.

SINCLAIR AUTOMOTIVE OILS

FOR FULL INFORMATION OR LUBRICATION COUNSEL WRITE NEAREST SINCLAIR OFFICE
SINCLAIR REFINING COMPANY (Inc.)

1540 WEST CANNEX ROAD CHICAGO • 10 WEST 51st STREET NEW YORK CITY • RALTO BLDG. KANSAS CITY • 573 WEST PEACHTREE STREET ATLANTA • PARK BUILDING ST. LOUIS

Advertising helps to sell busy Farmer Jones on the benefits of using Preventive Maintenance Records. The cards not only help him keep track of service already accorded his trucks, but remind him of needed future check-ups.

illustrated handbook telling how to build a variety of appliances and labor-saving devices, and how to lubricate, care for, and store farm equipment; and "Wartime Tractors," an attractively illustrated booklet containing 32 "Preventive Maintenance Tips," information on tractor parts and adjustments, and also space for a "Tractor Maintenance Record"—a sort of diary covering the life of a tractor.

Sinclair's current program, "Farming for Victory," obviously is beneficial to farmers—in aiding them to conserve time and equipment; and, since the prosecution of the war depends largely upon increased production by the farmer, the program is helpful to the nation as a whole. It also is beneficial to the Sinclair sales organization—to the 1,800 agents and to the routemen, the majority of whose former markets, except that comprised by farmers, have been adversely affected by the exigencies of the war. Increase in farm trade is largely making up for rationing inroads on other branches of the agents' business.

Sinclair's present advertising campaign is based partly on publicizing the service rendered to tractor and truck users through the Lubrication Cards and the Preventive Maintenance Records, and partly on informing farmers of the advisability of ordering their next season's supply of trans-

mission-differential oil, motor oil and greases, for automotive and farm machinery, now. Copy is appearing in farm publications. Hixson-O'Donnell, New York City, is the advertising agency.

Aids O.D.T. Drive

Sinclair also has used its experience in planning and conducting meetings

in support of the Office of Defense Transportation's organization of the United States Truck Conservation Corps. Hundreds of meetings have been held and thousands of truck owners and drivers have been enrolled in the cause of conservation, and in such matters as keeping their vehicles properly serviced to prevent breakdown.



Dr. Paul H. Nystrom, president, Sales Executives Club of New York, presents to Red Cross Motor Corps driver Helen Berck the keys to the ambulance donated by the club. Looking on are Gene Flack, trade relations counselor, Loose-Wiles Biscuit Co.; S. George Little, president, General Features Corp., and Winifred B. Hunter, American Red Cross.

Bell Ringers In Wartime Advertising



The Patriotic Advertisement: American industry has assumed more than its share in the huge propaganda job facing a nation at war. Beverwyck Breweries, Inc., Albany, N. Y., contribute this poster-type advertisement to the country's victory program.

Chalk up a hundred per cent for these wartime ads. Each one is a blue-ribbon winner in its own class—for advertising today has a multitude of functions to perform—a variety of messages to deliver—all the way from selling post-war products now to convincing fellow-townsmen that the local plant is doing an "E" job.

**NOW THAT
COFFEE RATIONING
IS HERE...
A&P COFFEE IS STILL
YOUR BEST BUY!**

1. The experts who select America's favorite coffee report that no coffee can give you more good taste per pound than A&P Coffee.

2. Every pound of A&P Coffee is Custom Ground for your own coffee pot.

3. No wonder, then, that A&P Coffee always gives finer, fresher flavor.

4. There's no better coffee at any price. Join the thousands who save up to 10¢ a pound.

**TO GET THE MOST FOR YOUR COUPONS
BUY A&P COFFEE!**

Factory Ground vs. Custom Ground... Because your coffee must last longer these days, fresh coffee is a "must". So—why take chances with coffee that is ground in far-distant factories days, even weeks, before you buy it? Be sure! Buy really fresh coffee—A&P Coffee in the flavor-sealed bag. Have it Custom Ground to the exact amount for your very own coffee maker, at the moment you buy. A&P Coffee gives you the true enjoyment of finer, fresher flavor in every cup.

Rules for perfect coffee now that rationing is here!

1. Be sure you buy Fresh Coffee.
2. Be sure your coffee is Custom Ground to the exact amount to "fit" your coffee pot.
3. Don't try to "stretch" coffee. Remember that one cup of good coffee is better than two cups of poor coffee.
4. Make just enough for each serving. Coffee is too good to waste.

AT ALL A&P FOOD STORES

The Rationing Advertisement: Explaining and selling rationing to the bewildered consumer is an important war function of advertising. The A & P, New York, clarifies coffee rationing to its customers, and at the same time uses scarcity as a selling point for A & P coffee.



Backrach

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Louis Ruthenburg, president and general manager, Servel, Inc., Evansville, Ind., was born in Louisville, Ky.

After taking up studies in mechanical engineering at Purdue University, Mr. Ruthenburg was manager of the E. C. Walker Manufacturing Co., and later was made chief engineer and superintendent of the electric vehicle division, Kentucky Wagon Works, Louisville.

During the years 1912-1922 he was identified with Dayton Engineering Laboratories Co. and General Motors Research Laboratories as chief inspector, general superintendent and member of the executive committee of the former, and as manager of the manufacturing division of the latter.

He was general manager, Yellow Sleeve Valve Engine Works, East Moline, Ill., and vice-president and assistant manager, General Motors Truck Corp., from 1922 to 1929. From 1929 to 1934 he was president, Copeland Products, Inc.; chairman, refrigeration division, National Electrical Manufacturers Association and later consultant to the same organization.

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Has Business Been Dodging Its Proper Political Responsibilities?

We can avoid another era of economic experimentation under the "screwball fringe" if industrial leaders will take an active part in formulating and guiding political affairs, says Servel's president. Private enterprise has been weak in selling itself to the public, he contends. The time is now ripe for such a campaign.

Based on an interview with
LOUIS RUTHENBURG

President, Servel, Inc.,
Evansville, Indiana

"IT is a strange thing that business men, men who have so much ability to sell goods and publicize their wares, have failed to tell the public the story of business as a whole. It probably is because they have been trained as individualists and do not cooperate when they have a joint enterprise to face. Because of the outstanding job business and industry have accomplished during the war, it may be that they are regaining some of the confidence of the public. At the same time I feel that the radicals are beginning to lose some of their prestige."

That is a direct quotation from Louis Ruthenburg, president of Servel, Inc., Evansville, Ind., and president of the Indiana State Chamber of Commerce. Mr. Ruthenburg was interviewed in his offices in Evansville by a staff writer for SM.

"Post-war planning is of vital im-

portance," he said. "We here at Servel began our post-war planning and thinking as long ago as *before Pearl Harbor*. We asked our principal officers to devote time and thought to it. We tried to get the best brains in our organization to work on it even before we got into the war. We found we wanted the opinion of other men and we called them in from time to time.

"The men in charge of our sales research were asked to do their very best to foresee developments well beyond the war; to reduce their ideas and forecasts to written reports in order that they might be studied. Our patent attorneys were told to be alert and watchful for developments which might affect our business. All of us, key men and individuals who may have worthwhile thoughts, meet once each month from dinnertime to after midnight.

"We hold our meetings at that time

because, in these days, it is the only time we can get them together without taking time away from war work. The meetings have grown in importance and now representatives from such important organizations as Johns-Manville Corp., and others are meeting with us.

"It is my opinion that during the first year after the war when we go back to peace-time production, and I have in mind large manufacturers in general, we will have to pick up where we left off, using old tools and dies saved and kept from pre-war manufacturing. For that reason I see no great change in designs and little important re-styling for at least twelve months.

"Large manufacturers cannot produce new tools or remodel during the war. The man in the street doesn't sense the time needed for make-over any more than he sensed the time it required for make-over for war production. He doesn't know, for example, that two years of work and planning are behind every new automobile model produced in Detroit.

"Soon after the war ends there will be a feverish effort to change. But it will be humanly impossible to bring about this change immediately. We are learning a lot about new materials which will be used. Manufacturers are thinking about new models—and they will come. But the chances are that during that first year the public will be very glad to buy what it can get.

"One of the most devastating things

that could happen would be to have the manufacturers of the nation scrap their pre-war tools and dies and other equipment necessary for them to go back into early production.

"If they scrap their tools they will be delayed a year at least in getting back into production, and this has been seriously proposed in the battle for scrap. I have talked with men who feel that some of the suggestions along these lines are both stupid and sinister.

"I don't think there ever has been a time in the history of the nation when the education of the public in what makes the wheels go 'round in the American scheme of business has been of greater importance. I'm wondering, right now, if business has the ability to do that job. A contest between the conservative and radical forces is now developing, and has been developing for some time, and the conservatives fail to state their case."

Three Primary Objectives

Mr. Ruthenburg pointed out that all thoughtful citizens are conscious of the fact that, as a united nation, we must first accomplish three great, primary objectives:

1. We must win the war.
2. We must win the peace.
3. We must take a leading part in the reorganization of the world to ensure lasting peace.

Those who contend that we must concentrate all our energies and thinking on winning the war to the exclusion of the other two problems, Mr. Ruthenburg says, are indeed short-sighted. Unless we definitely and successfully plan for the solution of the second and third problems, he contends, the winning of the war, with all its hideous costs in terms of human misery and material wealth, may be meaningless.

"In times of peace," he said, "our country failed to prepare for war, and as a result we were thrown into a dangerous position. The cost of our failure to prepare for war in time of peace is beyond calculation.

"It seems, therefore, vitally important that in time of war we must prepare for peace. We must prepare, not for temporary peace to be ended another time by a war even more disastrous than this one, but we must assume its obligations to take the leading role in the constructive reorganization of the world. We must emerge from this war so strong in the united will of the people, so strong in terms of armament and trained airpower, that our planning

for the peace of the world never can be challenged by another nation or coalition of nations. This will not happen unless we plan definitely in days of war for permanent peace.

"However, our planning for peace cannot be allowed to detract in the slightest degree from our concentration upon winning the war. We must achieve abilities and capacities that will allow us to achieve all three objectives effectively and simultaneously."

In Mr. Ruthenburg's opinion it is high time for business leaders to begin to think politically, take an active part in formulating and guiding political affairs, and "sell" business to the nation, together with its earned and rightful place in economics, if America is to remain strong. The time never was so ripe as now for wresting the country from that small but persistent group of malcontents who thrive on destruction, turmoil and wreckage.

Voters, Mr. Ruthenburg believes, have in recent years, regardless of party affiliation, assembled themselves into four general groups. He describes them as:

Tories: The die-hards who live and think in terms of the dead past.

Moochers: The vast and formidable army whose allegiance can be

bought with various coin, i.e., relief payments, jobs, political preferment, appropriations and authoritative support for pet projects, etc.

Logical Liberals: Those who want to know where we are going and why; who know that two and two add up to four; that the millenium cannot be introduced overnight by clever legislation.

Emotional Liberals: Relatively uninformed, illogical believers in miracles who learn only by recent, personal experience. When disillusioned, they are very bitter toward betrayers. There are millions of women voters in this class.

"Now among these four groups I am sure that most of us think of ourselves, not as Tories or Moochers or as Emotional Liberals, but as informed and Logical Liberals," said Mr. Ruthenburg. "If our views as enlightened and logical liberals are to prevail; if the American way of life is to continue, we are confronted with the imperative responsibility for converting the fallacious beliefs of our unthinking, emotional friends to concepts of common sense consistent with proven principles and American traditions.

Wanted: Logical Liberals

"It is obvious that the American way of life cannot continue in this industrial age when American industry is attacked and injured by inexperienced, emotional, unrealistic leaders of the people. These attacks upon American industry mean that every American citizen is confronted by a vital threat directed toward his personal welfare and his standard of living.

"For some years American industry has suffered from such treatment. It is a tragic fact that no subject seems to be so generally misunderstood as the broad subject of industrial relations, and there is very little hope of relief from present difficulties until a very general understanding of this vital subject is achieved."

Mr. Ruthenburg believes that a revolution has set in against the radicals and the inexperienced and the screwball fringe, so to speak, as seen in the fall elections, and that the time is ripe for the logical liberals to take a hand. The emotional liberals, seeing their air castles falling about them, are being jarred back into common-sense. The moochers, no longer dependent on "handouts," are regaining their independence and resent the forces that held them in bondage.

In other words, a hell's mess of us seem to be coming out of our

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(This is the eighth of a series of articles on post-war planning. The titles and dates of appearance of the first seven are listed below:

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow': If We Want It, We must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

Individual reprints of each are available without charge from SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y. Multiple copies, 3 cents each.—The Editors.)

trance. If business is sharp enough and willing enough, and will do some forward thinking with a sprinkle of action thrown in, there's still time to do something about it. Mr. Ruthenburg calls it post-war thinking in terms of national weal. It's something outside of and beyond intracompany planning. But, nevertheless, he sees it as the duty of business.

Concerning strictly corporate post-war planning, and the need for keeping that planning active and mobile at all times for the duration and beyond, he says:

"No one now can draft a definite plan which will meet post-war conditions because no one can possibly know at this time what post-war conditions will be. No one knows when the war will end. No one knows what economic conditions will prevail in this country after the war. No one knows what kind of post-war market will confront us. Our post-war planning committee, therefore, must keep plans in a state of flux, to meet the requirements of changing conditions.

Unlimited Post-War Plans

"Our post-war planning committee hears the testimony of those who are market-wise and who are conscious of changing economic market trends. It reviews the plans of our engineers for the several products which are in course of intensive development. *It plans our strategy for the first and second and third years of peace! It plans our strategy in the event that the war should end in 1943, or in 1944 or in 1945 or ten years hence!*

"It plans to meet market conditions as reflected by optimists who declare that the pent-up demands, savings, and credit of consumers will bring post-war prosperity without precedent. It plans also to meet a market which may demand much greater values, a market which will not have the buoyancy and buying power depicted by optimists.

"Those of us who think, with much justification, that we did a swell job of intensified selling in ante-bellum days must be prepared to cast aside all accepted standards of performance and attain a degree of proficiency and intensity not dreamed of in their philosophies.

"Whereas in days gone by we have thought in terms of complete concentration upon a single product, we must now think in terms of increased concentration applied to diversified products. In these few words is expressed a vitally important problem, to which we must apply the best thinking available within our organization and

among qualified consultants. A sound solution of this difficult problem is essential.

"The degree to which the individual units of industry and business and other economical and social groups plan the peace will determine how we, as a nation, shall emerge from this war into successful peace-time activities. The officers of Servel are trying conscientiously to do their part in preparing for peace in time of war.

"We have been doing these things while we have been busy familiarizing ourselves with the strange terminologies that emanate from the aircraft industry, the Army Quartermaster Department, Army Ordnance

and from Swiss designers of rapid-fire guns whose designs have been reviewed and changed by British army engineers and by our own naval authorities.

"We have tried to carry on, always doing something extra for the future, in spite of the heavy present burden we have assumed. We've tried to plan for the future while we have been burdened with training new personnel for new jobs. We intend to keep on planning for the future, the post-war future, no matter how heavy our wartime load may become. We think that post-war planning is of vital importance to us because we expect to be alive when that day comes."



Women Take Over Supplee Milk Routes

WOMEN have stepped in and proved that they can deliver milk just as efficiently, sell milk products as aggressively and handle delivery vehicles as skillfully as men.

A dozen women are doing this job effectively for Supplee-Wills-Jones Milk Co., Philadelphia's oldest and largest milk distributor.

They make a striking picture in their specially-designed gray flannel uniforms with lining of Aralac, the

wool fiber produced from milk, and with jaunty red caps and gloves to match.

The girls like the out-of-doors work and the challenge of selling. They also like their earnings, which run between \$40 and \$50 a week. And Supplee has found that they make excellent saleswomen, because they have a better understanding of the housewife's needs. Customers, too, have expressed complete approval of the service rendered by the new route saleswomen.

SALES MANAGEMENT

Mid-America



Each week more and more NEW workers are taking their places in Mid-America's war born but permanent aircraft industry. NEW wealth created by NEW payrolls in this Fortress of Industry is swelling the demand for ALL available goods. Their spending is reflected in a 41 % increase in department store sales for the four weeks period ending November 28 over the same period a year ago. Take your share—expand and revamp your sales approach to include the NEW rich whose spending is establishing unprecedented sales peaks for Mid-America's wholesalers, jobbers and retailers. Reach them forcefully and effectively through Mid-America's two great newspapers—The Oklahoman and Times.

The OKLAHOMAN *and* TIMES



THE OKLAHOMA PUBLISHING COMPANY: THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (*Affiliated Management*) ★ REPRESENTED BY THE KATZ AGENCY, INC.

JANUARY 15, 1943

[27]



Merchandising of shower curtains with bathroom window curtains to match increases the unit of sale. This typical window used by Hahne & Co., Newark, includes a display card calling attention to a then-current radio test campaign over WOR.

How Para Built a Merchandising Program for Shower Curtains

Modern design, modern materials, smart packaging, sound display, and retail sales training all combine to arouse and maintain retail interest in pushing the line.

BACK in 1917, the Gaines brothers, Nat and Harry, of Newark, N. J., were in the business of jobbing rubber goods—hospital sheeting, bathing belts, slippers and bags. One day a customer, buyer for a hospital, asked, "Couldn't you dig up a rubber shower curtain for us?" Within two days the brothers had had a length of rubber sheeting cut to shower curtain size delivered to the hospital, where it was tried out and found to be a great improvement over the cotton curtains it supplanted.

That was the beginning of the shower curtain business of Para Manufacturing Co., which now sells high-grade shower curtains through stores all over the U. S., and which, moreover, backs its dealers by an unusually well-rounded and closely coordinated advertising and merchandising program.

The history of Para parallels the history of the shower curtain business, for the company has kept pace with new developments as they occurred and has originated quite a few on its own account. There have been

more of these than the layman realizes. Rubber sheeting gave way to rubberized silk curtains, which Para began to sell in 1925. In 1928 the firm brought out a line of chemically treated fabric curtains, another innovation. Then, in 1936, came plastic curtains. Plastic curtains have evolved through several stages, and Para's present line consists of synthetic resin-coated, as well as some Celanese (water-resistant, but not water-proof) curtains, retailing at \$3.95 and up. Other innovations of the company have been putting color and fine designs (by Tom Lamb) into shower curtains; and bringing out a patented crocheted-type, lace-like top—a rigid "decorator looping" that eliminates metal eyelets and is attached with plastic hooks. This top, called the *Headliner*, is featured throughout the company's sales program.

Para not only has changed with the times, but it also has been quick to inform both dealers and the public of its new developments. Here's a case in point: For its exhibit at a trade show, the firm prepared a display especially designed to show the

attractive *Headliner* top at eye-level, instead of at the near-ceiling height at which shower curtains commonly are used and displayed. Visitors were so interested in the feature that it was decided to furnish similar display units to department stores carrying the firm's lines.

These units are attractive in themselves, having a pale blue frame and a chromium bar at eye-level, to which the curtains are attached with "question-mark" plastic hooks. The space above the bar has written on it, "The really different shower curtain! Para 'HEADLINER'—Price includes 15 plastic hooks." A large red arrow points to the *Headliner* top. Written on this arrow is, "See the loops? No Metal Eyelets." Obviously, no one could come near that display unit without noticing the *Headliner* border.

These units are liked enough by retailers to be used separately, as part of bath shop displays, and in window displays.

The Package Sells Itself

The *Headliner* theme also is carried out in the package, which is unusually pleasing, and has display value in its own right. Its most distinctive feature is inclusion of a section of the bar, with plastic hooks, to show how the curtain looks when hung. In each package there are fifteen plastic hooks—another Para innovation, since the firm was the first to offer such attachments with shower curtains.

To other manufacturers, Para's innovations are of no greater interest than the company's method of "merchandising" those innovations. The sales program is so carefully integrated and carried out so wholeheartedly that it would be almost impossible for a dealer outlet not to reap benefit from it. For example, even if a salesperson should not be personally interested in the *Headliner* feature, the customer could scarcely fail to observe it in a display or package. This distinctive feature also is emphasized in the company's advertising in newspapers and magazines, through illustrations which show close-ups of the scalloped border.

Dealer education is also a part of the company's sales policy. Believing that in order to sell shower curtains in sufficient volume to win profits, salespeople must be well-informed on the subject, the company instructs its salesmen to disseminate information along this line. Last autumn it also held a two-day clinic at a New York hotel, for buyers and salespeople in stores in the Metropolitan New York area. These sales clinic sessions, held in the evening, included dinner, in-



Little Man, We've had a Busy Year

Things have been humming in Big Aggie's backyard this year,—and it's not the result of a defense industry shot-in-the-arm.

It's agriculture . . . the steady, dependable, day-in day-out job of feeding a fighting nation and her allies. In the five-state territory served by WNAX, farm income is up to more than \$1,500,000,000.00 for the year. Highest farm income among all CBS stations. And three million of the nearly four million folks living here *are farmers* . . . farmers with MORE money to spend for the fewer articles offered for sale.

Big Aggie's station WNAX has had a busy year, too . . . with more accounts, more mail and more sales than ever before.

Advertising dollars sowed *here* reap sales now—and maintain your brand with folks who will be buying in peace time as well as during the war.

"Keep this in mind when planning for 1943."

**IT'S ECONOMICAL TO BUY
THE BIG STATION**



The Billion Dollar Market.

SIOUX CITY ★ YANKTON

Affiliated With Columbia Broadcasting System

570 On Your Dial

A Cowles Station

REPRESENTED BY THE KATZ AGENCY

WNAX

formal talks, question-and-answer discussions, and an exhibit of the new Para line.

The merchandise was shown to best advantage, with spotlights playing on certain "promotable" features, such as the eye-level *Headliner* border which was displayed in the new eye-level unit. The two types of curtains in this year's line—the synthetic resin-coated and the Celanese—were shown. The firm's package also was included, and its selling value was called to the attention of those present.

One interesting section of the display at the clinic was a bathroom window with curtains matching one of the new shower curtains. In line with the trend toward ensemble selling—which increases the unit of sale and is therefore favored by retailers—Para brought out bathroom window curtains in 1930 to match certain numbers in shower curtain lines and the practice has been continued ever since. (The accompanying illustration of a window display at Hahne & Co., Newark, N. J., shows how that store handled the ensemble idea, with the Williamsburg design in shower and window curtains.)

Dramatized Sales Clinics

The clinic session was put on with considerable showmanship, blending instruction with entertainment. The heads of the firm, Nat and Harry Gaines, both talked, sketching the history of bathing customs and the history of the company. Interspersed were such odd bits of information as the fact that a law against bathing was enacted in Philadelphia in 1845, and that Dolly Madison was criticized for introducing bathing into the White House, when she was the Nation's First Lady. An enlarged photograph of a crude and very primitive shower bath device was exhibited.

Tom Lamb, Para's designer, told something of the way he works, and touched upon such matters as color, pattern and the relation of fabric to design. In non-technical language he described briefly the two types of printing, screen and roller, used in making shower curtains. Exhibits showing the various stages through which a design passes were used to illustrate Lamb's talk.

Max Green, vice-president of United Advertising Agency which handles the Para account, told of the advertising campaign just launched. Pegeen Fitzgerald, radio commentator who was then plugging the product on her program over Station WOR, New York, also addressed the group and enlisted their cooperation in making the advertising campaign a success.

Typical of the questions asked during the discussion period was this one: "Why are the hems of shower curtains on the outside?" A spokesman for the company answered that although Para curtains are mildew-proof (being made of, or coated with, non-organic material), soap is organic, and when allowed to collect on the



Transparent packages make the most of Para's color, texture and design, and, at the same time, emphasize the patented loop construction, show the customer she is getting a dividend in the shape of a set of plastic hooks.

inner surface of a curtain (the hem being a good hiding place for dried particles of soap), mildew forms on it. A large proportion of the questions asked related to the care of curtains, the inference being that consumers are inclined to let shower curtains shift for themselves, without bothering much about cleaning or drying them.

Promotions Whip Up Interest

Salespeople also asked for advice on types of curtains to be recommended to different customers. Here is a condensed answer to that question: "When several persons in the home use the shower, without giving the curtain time to dry between sessions, the synthetic resin-coated—or waterproof—curtain is preferable. When the shower is used less frequently, so that the curtain has time to dry between times, the Celanese curtain gives excellent service, even though it is water-resistant rather than waterproof."

At various times, Para curtains have been advertised in such national magazines as *Life*, *House and Garden*, and *Good Housekeeping*. Last autumn an eight-week experimental radio campaign was conducted. The market selected for testing was the Metropolitan New York area, and the station was

WOR. The program was the participating type known as "Pegeen Preferred," with Pegeen Fitzgerald as commentator.

Since Para curtains are sold through department stores, with the number of outlets limited (as distinct from products distributed through grocery and drug stores), it was decided to make aggressive tie-ins with individual outlets, to obtain a definite audience response. Leading stores in New York, Newark, and Brooklyn were selected.

The plan decided upon was a series of full-week *Headliner* promotions for the various stores, with audience interest directed toward a particular store each week. The plan worked very well indeed. Buyers and salesfolk were cooperative and enthusiastic. One or two specific *Headliner* numbers—Williamsburg, Chevy Chase, Sheraton, etc.—were selected for each store. In preparation for each week's campaign, Pegeen Fitzgerald visited the store and looked over the numbers to be featured, and obtained the "feeling" of the store and the department, which was to be highlighted the following week.

Stores Are Enthusiastic

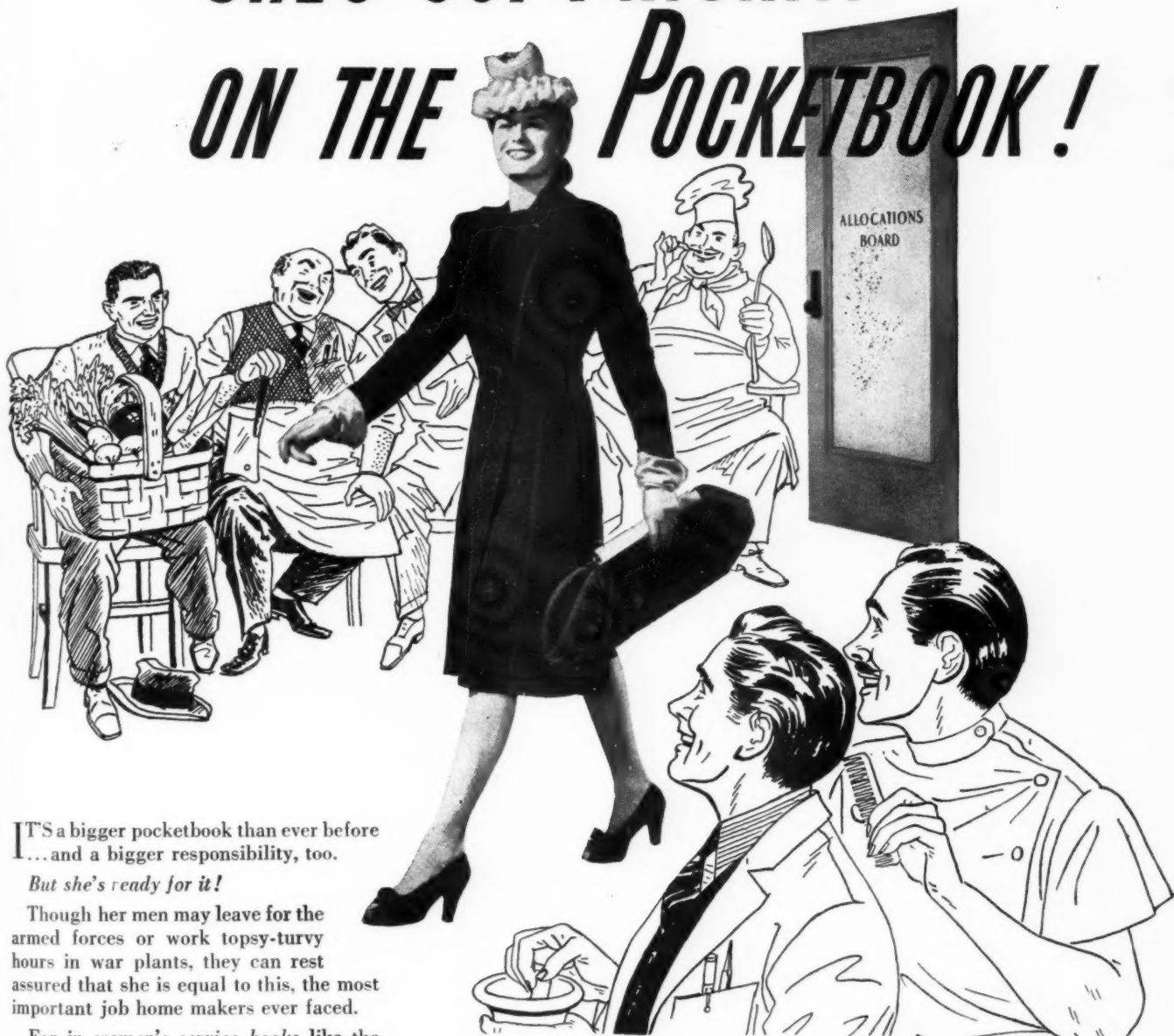
Stores tied in with newspaper copy, window displays, department displays, counter cards and special tags on the merchandise. The accompanying illustration of a window display shows how Hahne & Co., of Newark, carried out the theme during the week "Pegeen Preferred Para" for that store. The verdict of the stores concerned regarding the campaign ranged from "Good" to "Excellent." Check-ups showed a surprisingly large number of direct calls in which the program was mentioned by customers. Salesgirls in turn called the attention of customers to the program.

Para distribution is nationwide, chiefly through department stores, and also through plumbing supply houses and decorators. National sales are handled mainly from the company's New York sales office. Sales to hotels, plumbing supply houses and decorators are handled through the factory at Newark.

Shower curtains, like nearly everything else the public uses today, probably will undergo radical changes in the post-war era. Their future depends upon the laboratory and the chemist, and on new conceptions of design and styling. Whatever changes they may undergo, there is no doubt but that Para will march with the times, bringing out the products the public will demand and merchandising them in tune with current trends.

SALES MANAGEMENT

SHE'S GOT PRIORITY ON THE POCKETBOOK!



IT'S a bigger pocketbook than ever before
...and a bigger responsibility, too.

But she's ready for it!

Though her men may leave for the armed forces or work topsy-turvy hours in war plants, they can rest assured that she is equal to this, the most important job home makers ever faced.

For in *women's service books* like the *Companion* she has been studying the ins and outs of wise spending for a long time. Of recent months, her interest in the women's magazines to which she goes *first* for such help has risen to an all-time high. In fact, since war struck home, those magazines have scored a *4-to-1 gain in high readership*, as compared with 1940.

The relationship between *Companion* readers and *Companion* editors is now closer than ever—and greatly increased reader interest is the inevitable result!

For right now the woman's need for advice and guidance is great and growing. And right now is your golden opportunity to earn her good-will for today and tomorrow, by telling her, through the *Companion*, how to solve these buying problems which have increased so greatly in a woman's day.

JANUARY 15, 1943

BOY—DO WE GO TO TOWN! No, we're not psychic, but we *know* we'll click in February! How? Because we are sure *in advance* what our readers will need and want. In fact, we feature some of the latest and hottest dispatches from the home front in a double-spread of communiques from our Reader-Reporters coast-to-coast, entitled: "It's a Real Town-Meeting." Another double-spread "You're in the Army, Too," tells how WAACS keep fit. "All Clear" gives the low-down on soap mask treatment favored by doctors. A big United Nations Food Portfolio advances the Good Neighbor policy via the alimentary canal. All this Service with a big S—plus a month-long ration of timely fiction. We're proud of February. Take a look—see why!

Woman's Home

Companion

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB

[31]



The man-power shortage cuts across all lines, piling up extra work for the tired business-man. All work and no play makes jack which you don't have time to spend.

* * *

There's a wheeze somewhere in the variant thought that all play and no work makes jack-rabbits.

* * *

Women shoppers are beginning to realize how Old Mother Hubbard felt when she searched the shelves for the little manna that wasn't there.

* * *

Russ Carter calls my attention to an item in "Floor Facts," mimeographed by *Retailing*: "If transportation gets any tougher, prediction is made that advertising in the trade-press by manufacturers who have something to sell will start to look like a mail-order catalog—that is, picture, description, and price. Retailers will be urged to order by mail."

* * *

I like that picture in *The New Yorker* of a bum at the lunch counter saying: "Brother, can you spare a cup of coffee for a dime?"

* * *

Writes Bob Graham: "No stodgy old board-of-directors had anything to do with the tag-line used by Einson-Freeman, I'll bet, I'll bet, I'll bet: 'Oops-A-Daisy Lithographers'."

* * *

Baltimore's Arthur Booth sends a capsule caricature: "He's the kind of guy who lets you send your ships out on the water and torpedoes them on the way back." In an ad for the Firemen's Association seeking salary-rises for the smoke-eaters, Arthur submitted this headline: "Fireman, save my child—for 44c an hour!"

* * *

Of all the movies I saw in 1942, I think the symposium, "Tales of Manhattan," stands out as the picture of the year.

* * *

"I want to speak to Mr. Gordon Page, please," says a young matron in a General Electric electronics ad. "He is now over southern China, on Air Flight 625. This is Mrs. Page, and my telephone is Lombard 0100 . . . Hello, Gordon." Well, that's a lot safer than using names and numbers

without releases. Gordon Page was an Ayer copywriter when the ad was written and is now with Lennen and Mitchell. Lombard 0100 is Ayer's Philadelphia telephone-number.

* * *

On request, Gordon Hoxie, c. c. at Dickie-Raymond, Boston, kindly sent me a photostat of a help-wanted ad that made history. It brought 542 replies, and a reading of the copy will tell you why:

IF I WERE A GAL COPYWRITER

this job with a well-known Boston advertising firm is the one I'd go after. One of our men copywriters is being drafted shortly, and we want to know where there's a girl to take his place. Not much "glamour" copy at present, but you'd be working on booklets, folders, and letters for a number of interesting accounts. You don't have to be a genius, but our copy-standards are high, and you'd want to be versatile and experienced. If you can make nice-looking roughs, so much the better. And if you're pleasantly screwball—without being a prima donna—that might even be an asset. We work hard—you may have to put in some overtime—but ordinarily you'd have Saturdays off. And while the salary isn't fabulous, you'd have something left over for luxuries. The atmosphere is friendly and informal (to put it mildly); no politics are played. And even the heads of the business wouldn't be averse to taking you out to lunch. If you'll write us the best detailed letter you can—telling what you've done since you left Smith or Wellesley or wherever, the salary you're expecting, and why you think you can write copy as well as (maybe better than) a man—we'll give you every consideration. Address Z 2990 Times Annex.

* * *

The line, "From the Renault Cellars," does something pleasant to the mind and the mood of a man who remembers his pre-war France.

* * *

AMNESIA, *noun*. A disease peculiar to people who owe you money.

* * *

Aside to Jim Shirreffs: Thanks for that swell box of California dates. What has Smyrna got on California? Not even Smyrna Loy.

* * *

Now that Christmas is behind us for another year, I feel like taking a swat at that clumsy invention of my craft: "Gift-giving." What is a gift but something that is given? And copy-writers are still saying "fragrant aroma." Didn't any of us go beyond the third grade?

Benito is doubtless saying to Adolf: "Don't leave me now; I need your immoral support."

* * *

Bob Graham shoots in a second item which he calls a formula for advertising success: "Good merchandise, well presented to the right people."

* * *

George Thornhill, directory-supervisor of Interstate Telephone, Spokane, says: "If they keep up this meat-rationing business, it will be the end of my SM subscription. The Mrs. and I won't need the pages to line the bottom of the bird-cage. We will have to eat the bird."

* * *

G. G. Ware, president of the Leesburg (Florida) First National Bank, straightens me out on an item that appeared here. He also encloses a very ingenious newspaper ad which his bank uses. It is called: "The First National Tell-Tale Teller . . . a review of the week's business-news of Leesburg."

* * *

Paul Weiner, s.m. of Chicago Curled Hair, bowled me over just before Christmas with a handsome, cow-hide brief-case . . . for free, and just when my old one was beginning to look like yesterday's gardenias.

* * *

From Phoenix, Arizona, Bunné Hanau writes: "What about all this business of training pups as watchdogs for the military? After December 1, a lot of us westerners are going to begin training *our* dogs, too . . . for walking-purposes."

* * *

One item that will hit me where I live, if it's ever rationed, is fluid milk. I don't feel that I have eaten until I've had a glass of milk . . . lunch and dinner daily, and breakfast in addition on Saturdays and Sundays, my 2-meal days. Milk fills out the folds in the stomach that other food somehow fails to reach.

* * *

We who write copy are going to have quite a time when we are once more called upon to *sell* something, other than the spirit of winning the war. We will have forgotten how to take a product apart, comma by dash, and put it together again for the consumer who has ten similar products from which to choose.

* * *

In that respect, however, I hope the so-called institutional advertising sticks. After 30 years in the advertising business, I am utterly convinced that it's more important to make customers than to make "sales."

T. HARRY THOMPSON

SALES MANAGEMENT

Marketing

PICTOGRAPHS

Planned by Philip Salisbury
Executive Editor, and designed
by The Chartmakers, Inc.

YOUR TOUGHEST COMPETITOR WILL BE ANOTHER INDUSTRY

Competition between industries will feature post-war selling. Will the can companies regain the business they are losing today to glass, cardboard, wood? Can silk make a comeback against nylon, rayon and cotton? Will rubber substitutes be able to hold the advantage they are winning? Will the makers of plastics increase their sales, -and at whose expense? Can the railroads keep a fair share of what they have won? . . . Planning and promotion should be going on today, aggressively, on an industry basis.

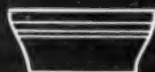
Steel production has jumped 63% over the past five years. Those companies would like to hold at present production levels.

But witness the expansion of a rival for part of steel's business - aluminum.

Aluminum production, in millions of pounds:

ALUMINUM PRODUCTION, IN MILLIONS OF POUNDS:

1938



382.1

1942



1,686.6

MILLIONS OF POUNDS USED

1938

19.1



CHEMICAL



22.9



FOOD AND BEVERAGE



30.6



BUILDING CONSTRUCTION



38.2



ELECTRICAL CONDUCTORS



53.5



COOKING UTENSILS



57.3



MACHINERY



110.8



TRANSPORTATION

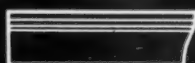


QUOTA FOR
AFTER-VICTORY YEAR

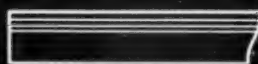
93.3



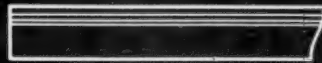
101.1



134.8



168.6



If the industrial distribution of aluminum is the same after the war as it was in 1938, here are some of the increases the aluminum makers must shoot for, if production is to hold at 1942 levels, (and capacity will be even greater).

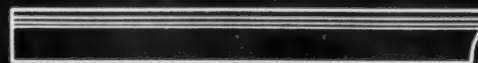
Source: "One Year After Pearl Harbor",
The National Association of Manufacturers

PICTOGRAPH BY
Sales Management
1942

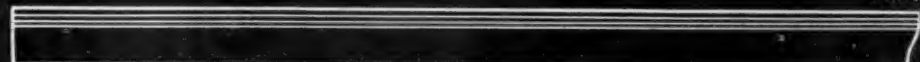
236.0



252.9



488.9



HERE'S Your Sales Market for '43


DISTRIBUTION OF FAMILIES by Income Groups, 1942

1942
(Nov. issue)
2,509,000



Each unit equals 2%

 MODERN MAGAZINES' FAMILIES

 U. S. FAMILIES

SALES GROWTH OF MODERN MAGAZINES

The great middle class market should be a "must" in your '43 plans. It is the market showing the greatest strides... employment and income wise.

... Modern Magazines dominates this market with nearly three-fourths of its circulation. ... And sales acceptance of Modern Magazines has shown better than 100% increase (1939-1942).

This is further evidence of how this screen-romance group paces the times. ... In '43 ride the swelling tide of the always great "middle class" market. It will pay you sales dividends.

1939
1,250,000

MODERN MAGAZINES

149 Madison Avenue, New York.

MODERN SCREEN • SCREEN ROMANCES • MODERN ROMANCES

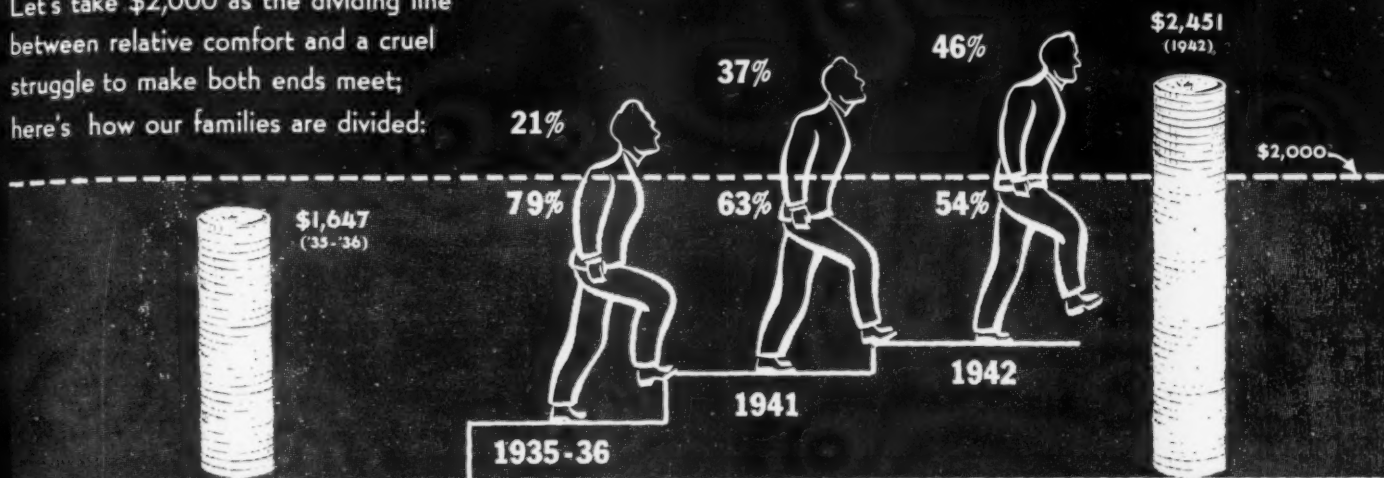
HOW THE POOR ARE GETTING RICHER

Today there are 32,650,000 families in the country (plus 3,950,000 single women, 7,000,000 military personnel and 3,300,000 other single men.)

The family incomes have jumped 95% since 1935-36, the number of families has increased 11%, the average cash income per family is up 76%, the cost of living is up 18%, -and the average real income per family, adjusted for cost of living, is up 49%, or from \$1,647 in '35-'36 to \$2,451 in 1942.

PICTOGRAPH BY
Sales Management
1-15-43

Let's take \$2,000 as the dividing line between relative comfort and a cruel struggle to make both ends meet; here's how our families are divided:

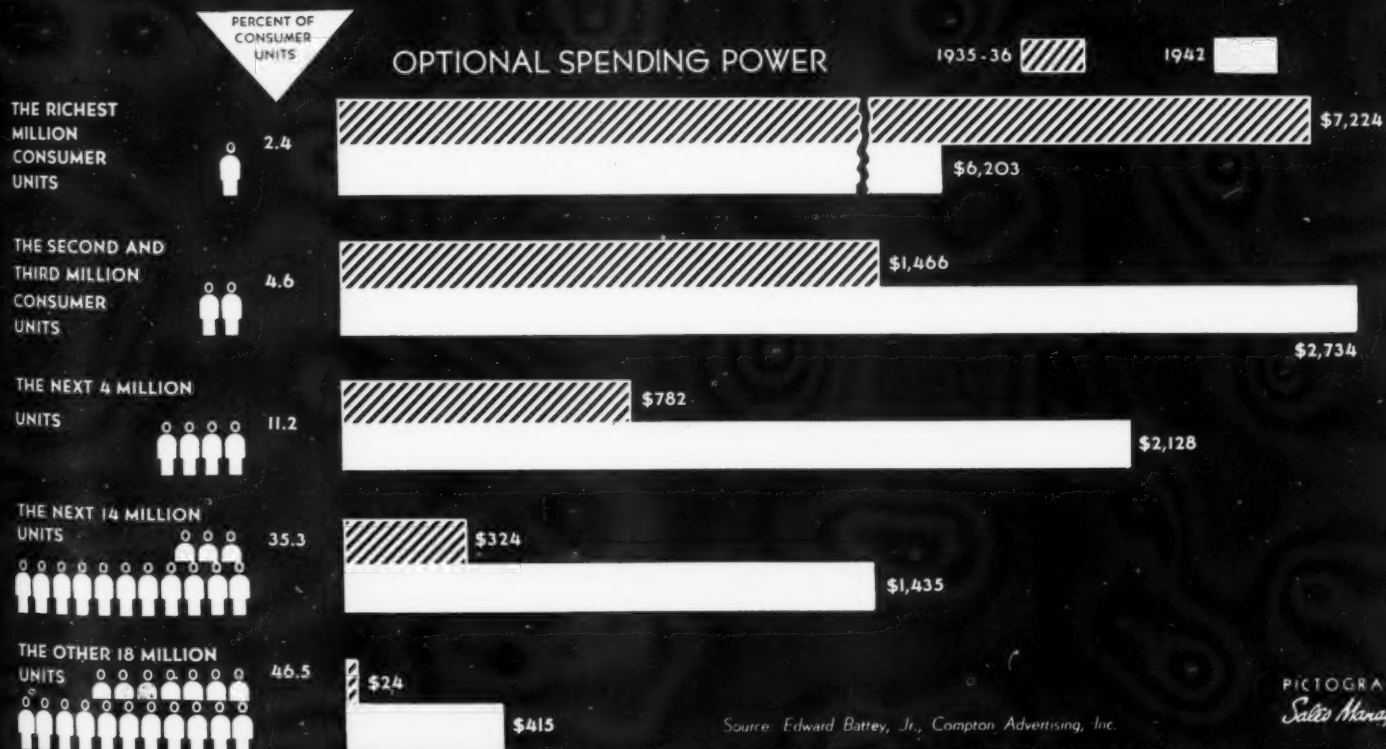


In 1942 8% of the families had incomes less than \$1,000; 58% had between \$1,000 and \$3,000; 16% had between \$3,000 and \$5,000; 18% had more than \$5,000.

Source: D. E. Robinson, Pedlar and Ryan, Inc., "Who, Where, With Whom, and How Much?"

HOW SPENDING POWER HAS CHANGED IN SIX YEARS

The gross cash incomes have gone up for all levels in the economic strata, - but unevenly. If we deduct from total income what we have to pay out in taxes, and for food, shelter and clothing, we have left a sum which may be called "Optional Spending Power". By economic groups here are 6-year changes:



Source: Edward Battey, Jr., Compton Advertising, Inc.

"An Estimate of How American Spending Power Has Changed in 6 Years"

PICTOGRAPH BY
Sales Management
1-15-44

We can thank



our son William

"SEVERAL years ago, when LIFE first came out, our son William begged us to give him a subscription for Christmas.

"We live way out in the country, so we decided LIFE would be not only a nice present, but a good substitute for the movies.

"Well, William just loved LIFE . . . he'd spend hours looking at it every week . . . but I think it meant even more to his father than it did to him. In fact, very often William didn't get a chance to see a copy until his father had read it all the way through.

"I guess it was a real case of 'Willie takes Papa to the circus' . . . we can certainly thank him for introducing us to LIFE.

"But William is a grown man now . . . and he's in the Army. We really do miss him, though in a way LIFE has kind of made it easier for us . . . all those Army pictures show us what his life is like now, and how well they're doing by him.

"And I know LIFE has helped us to understand why it was right for William to leave. Because when we see pictures like those dreadful ones of the starved Greeks, and those Russian peasants being driven off their farms, and all those boys in the English schoolhouse who were killed with their teacher . . . well, seeing things like that week after week has helped us to realize how big and horrible the war is, and how important it is for us to win it.

"I could even say that LIFE has made it plain as day to us that we are *all* in the war . . . that

our Missouri wheat farm is right on the fighting front. In fact, I'm now doing a lot of the heavy farm work that William used to do . . . and I'm mighty glad to have the chance."

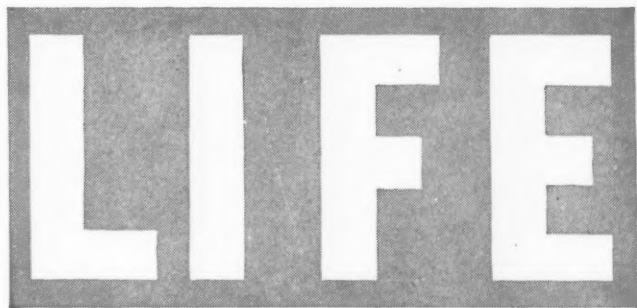
Possibly 23,900,000 Reasons

Well, that's why one woman reads LIFE.

There are 23,900,000 civilians, plus 63% of our armed forces in this country, who read LIFE every week.

Possibly each one has his own particular reason for liking LIFE. However, all these reasons seem to have this point in common: people read LIFE because its distinctive picture-reporting gives them a vivid, readily understandable story of the world they are living in . . . and fighting for.

Because LIFE means so much to so many people, it has become the nation's first magazine in which to advertise goods and present unusual and new messages born of wartime conditions.



Eyes for the Minds of America

WHICH OCCUPATIONS ARE HARDEST HIT BY THE DRAFT?

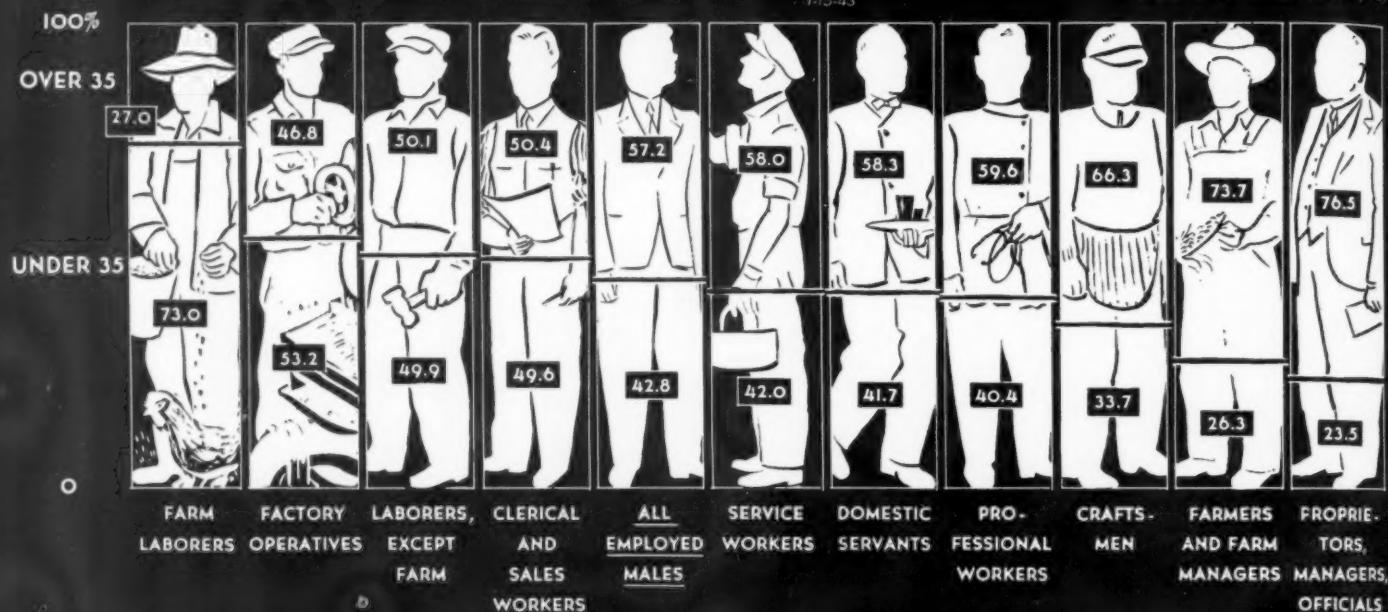
Three out of every four farm laborers are within the draft age, half of the male factory operatives and the common laborers, two-fifths of the service, domestic and professional workers, one-third of the craftsmen.

A breakdown of the 34,027,905 males employed at the time of the last census shows that nearly 4,000,000 over 18 and under 35 were employed in clerical, sales and service work, in which the substitution of women for men is more feasible than in many other occupations.

PICTOGRAPH BY
Sales Management

1-15-43

Source: U.S. Bureau of the Census, March, 1940



RETAIL COOPERATIVES GAIN 90% IN DOLLAR VOLUME

The growth in membership and dollar volume of retail cooperatives was phenomenal between 1937 and 1942, according to surveys made by the Department of Labor. Nearly one and one-half million persons are members of cooperatives. But it will be a long time before the co-ops become a real threat to private retailers, for their volume is less than 1% of the total retail dollar.

Here are the dollar gains over the 5-year period:



PICTOGRAPH BY
Sales Management

1-15-43

Source: Cooperative League News Service, digest from Monthly Labor Review



Christmas furlough... on wax!



It's a long way from the South Pacific to the Buckeye state. But the boys of Ohio's 37th came home for Christmas anyhow. Not in person... but on records which arrived at Radio Station WGAR just before the holidays.

When the division sailed for foreign shores, it had packed along modern, portable, record cutting equipment... agreed to ship platters back for broadcasting to the home folks over WGAR. By the time the transcriptions arrived, the War Department had restricted such broadcasting... but said "yes" to our request for a special playing

before an approved audience. And so, at a private party held by WGAR for relatives and friends of Ohio's Jap hunters, the boys came home for Christmas... *on wax!*

Bringing Johnny Doughboy's "hello" to Mom, his plea to "send one of those big chocolate cakes," and his best regards to "the girl with all the freckles"—this may not be the *duty* of a radio station. But, it *was* our privilege and our pleasure!



BASIC STATION... COLUMBIA BROADCASTING SYSTEM
G. A. Richards, President... John F. Patt, Vice President and General Manager

Edward Petry & Company, Inc.
National Representative

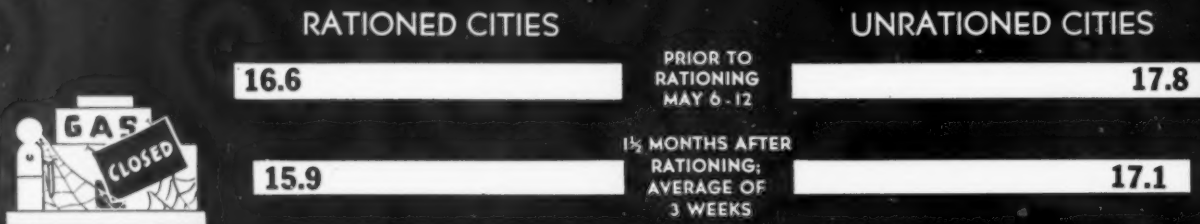
JANUARY 15, 1943

[39]

GAS RATIONING DOESN'T INCREASE RADIO LISTENING*

Expectations were that gasoline rationing would increase radio listening, - but they weren't fulfilled during the first 6 weeks of rationing in Eastern cities. Before and after comparisons in 9 rationed and 24 unrationed cities show slightly less listening in rationed cities.

The following comparison is based on an average of the percentage of the radio sets in use during all the quarter-hour periods between 7 a.m. and midnight:



News broadcasts have shown an upward listening trend ever since Pearl Harbor. Figures based upon Wednesday night checks show that 25.1% of set owners heard one or more broadcasts between 5 and 7 p.m. in April-May-June, 12.2% between 7 and 9 p.m. and 17.1% between 9 and 12.

Here's how 5 to 7 p.m. listening to news broadcasts compared for the three months in 1942 and 1941:



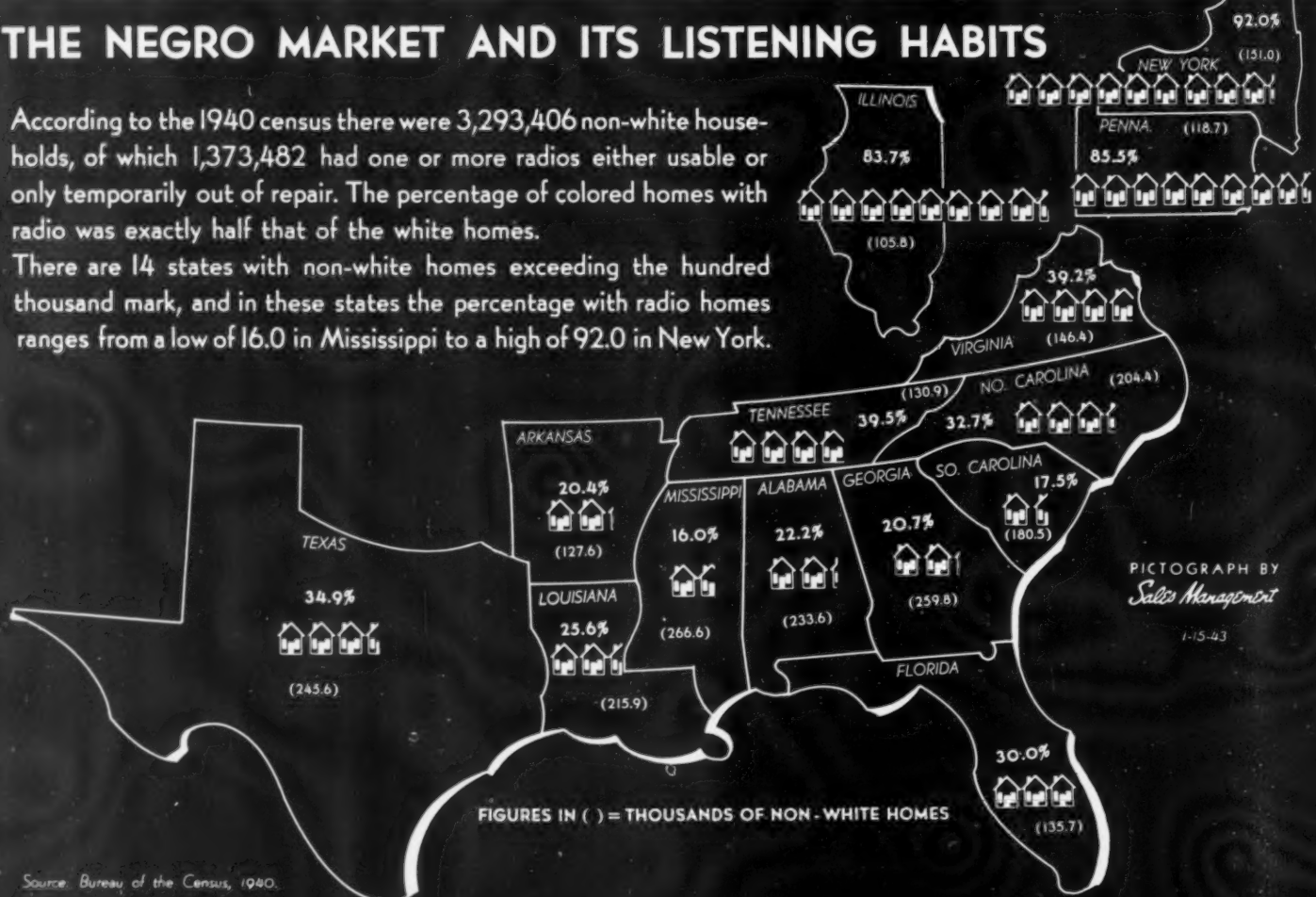
PICTOGRAPH BY
Sales Management
1-15-43

Source: Cooperative Analysis of Broadcasting.

THE NEGRO MARKET AND ITS LISTENING HABITS

According to the 1940 census there were 3,293,406 non-white households, of which 1,373,482 had one or more radios either usable or only temporarily out of repair. The percentage of colored homes with radio was exactly half that of the white homes.

There are 14 states with non-white homes exceeding the hundred thousand mark, and in these states the percentage with radio homes ranges from a low of 16.0 in Mississippi to a high of 92.0 in New York.



PICTOGRAPH BY
Sales Management
1-15-43

Source: Bureau of the Census, 1940.



Sunkist Research Men Test New Citrus By-Products

RIGHT after the last war, California Fruit Growers Exchange scientists in Los Angeles turned their attention to a molecule.

Properly, a "macromolecule," very large, very complex, is the pectin molecule that puts the jell in jelly. Up to then, people knew that apples contain pectin, but had not heard that it also was abundant in citrus fruits.

"What is it good for?" asked the sales department.

"Well, we don't know yet," said the scientists, cautiously. "But maybe some day you can take it out and sell it."

In the booming 1920's, the big molecule yielded a brand of jelly-making pectin for household use, and the sales department was satisfied. The molecule had produced something with a label. They never thought to come around and ask if that was all.

But when we went into this war, Sunkist scientists immediately turned to their macromolecule as their best contribution to the war effort—and maybe new commercial products when it is again possible to think of something the sales department can take out and show dealers.

Pectin may be compared to coal tar, as an inexhaustible source of new products. Or, to petroleum which is running ahead of coal tar as a rival.

Scientists On the Alert

A good natural pectin will have a molecular weight of over 200,000, meaning that more than 1,000 units are strung together to form it. It can be split up into innumerable simpler compounds, called pectates. After developing household pectin, the Sunkist laboratory men went to work on pectates, separating them, studying them, and laying their data aside. None were at that time of much commercial promise. Yet any one of them might, with a change of times, become important for the sales department.

The last people in the land to wave the flag over their war work are the California orange growers. So today the laboratory has little to say to the sales department about future pectate products—and anyway, most of the salesmen are off to war. The scientists have little to say even about the war uses of the pectates they are

JANUARY 15, 1943



Here's a Typical Trojan!

Today's typical Trojan works in the United States Arsenal, a steel mill, precision instrument factory, a shipyard or some other vital war plant.

He works "like a Trojan," too, establishing production records that earn Army-Navy "E's" for his shop—and extra pay for himself.

Drawing the highest wages in history, he digs down deep for war bonds, the community chest, other things on whose merits he's been sold.

Today's typical Trojan reads The Record Newspapers, the city's sole dailies, more thoroughly and thoughtfully than ever.

The thousands of typical Trojans and their growing families comprise a free-spending group of consumers who make the Troy A.B.C. City Zone* an outstanding sales field.

Because you can reach "everybody" through a single medium for only 12c per line, Troy is New York State's lowest cost major market.

*1940 population, 115,264.

THE TROY RECORD
THE TIMES RECORD

All Advertising Direct
J. A. Viger, Advertising Manager



"Our line comes in cartons to save glass and also in glass to save paper!"

working on, because their results must still be checked technically, and medically.

Also, pectin is a critical material—war demand has been so great in the food industry that there is little to spare even for research, and none for new commercial pectate products.

Furthest advanced, is a glue-like pectate coating for paper, which can be sprayed or flowed on, making it impervious to oil, cleaning solvents, oily foods. It resists water to a slighter degree, and stands considerable bending of the paper containers for which it is adapted. Interest is keen in anything that replaces tin and steel for containers; and a point of technical interest is, that this product grew out of another pectate developed for oil well drilling mud! Also, a pectate developed for the esoteric purpose of aiding the recovery of surplus paint in auto spraying was contributory to the paper coating.

When trade with Japan stopped, laboratory workers began to look around for an agar substitute.

Agar-agar is a seaweed gelatin, used for bacterial cultures, in dental work, in foods. We had an agar industry in California, using seaweed

as raw material, but the domestic product was not considered as suitable as the Japanese agar for laboratory work—and besides, our seaweed was gathered by Japs, who took with them to concentration camps the secret of the beds. A citrus pectate substitute for laboratory agar is pretty well along, but it will have some limitations. For example, it cannot be heated and used again like seaweed agar.

Then, there is a "low-methoxyl" pectate which will make good jellies with less sugar than is ordinarily used, an advantage in wartime. But this has the limitation of being restricted by war. To use pectin at all, nowadays, it is necessary to have some war use, even in foods. But the possibilities for new commercial pectates for the sales department after the war are bright.

Two other citrus by-products now being checked and double checked by medical and pharmaceutical laboratories, are a pectin blood plasma, for transfusions in surgical shock, and a possible remedy for haemophilia, the bleeding disease, in "Vitamin P," a member of that family still held on scientific probation. "P" is derived mainly from the coloring pigment of

lemons. It is promising and, at the same time, medical men keep their fingers crossed. Pectate blood plasma is an immediate war need, and research is being pursued regardless of future commercial value.

The Sunkist sales department has abounding faith in the research department, because during the last war, in 1915, starting on a small scale in a single office room, its chemists went to work on citric acid and citrus oils, developed products which replaced those then imported from Italy, and gave the salesmen something new to sell. That led to the development of citrus pectin, for which the salesmen found both a consumer and a technical market.

Fresh Fruits Will Be Stressed

Then, when the wave of popularity for fruit juices arose, the scientists went to work on problems of canning, drying and concentrating citrus juices, which offered problems not found in other juices. For example, the juice from California navel oranges is different from that from Valencia oranges, being much harder to can, due to complex elements.

When this war started, Sunkist was ready to produce huge quantities of concentrated citrus juices for Lend-Lease and our armed forces. Last year more than 700,000 gallons were produced; and, as the concentration is to one-seventh the volume of fresh juice, that represented 3,000 cars of fresh fruit, reduced to 3,100 tons for ocean shipment, an amazing economy in shipping space.

What will the sales department get out of this wartime juice production?

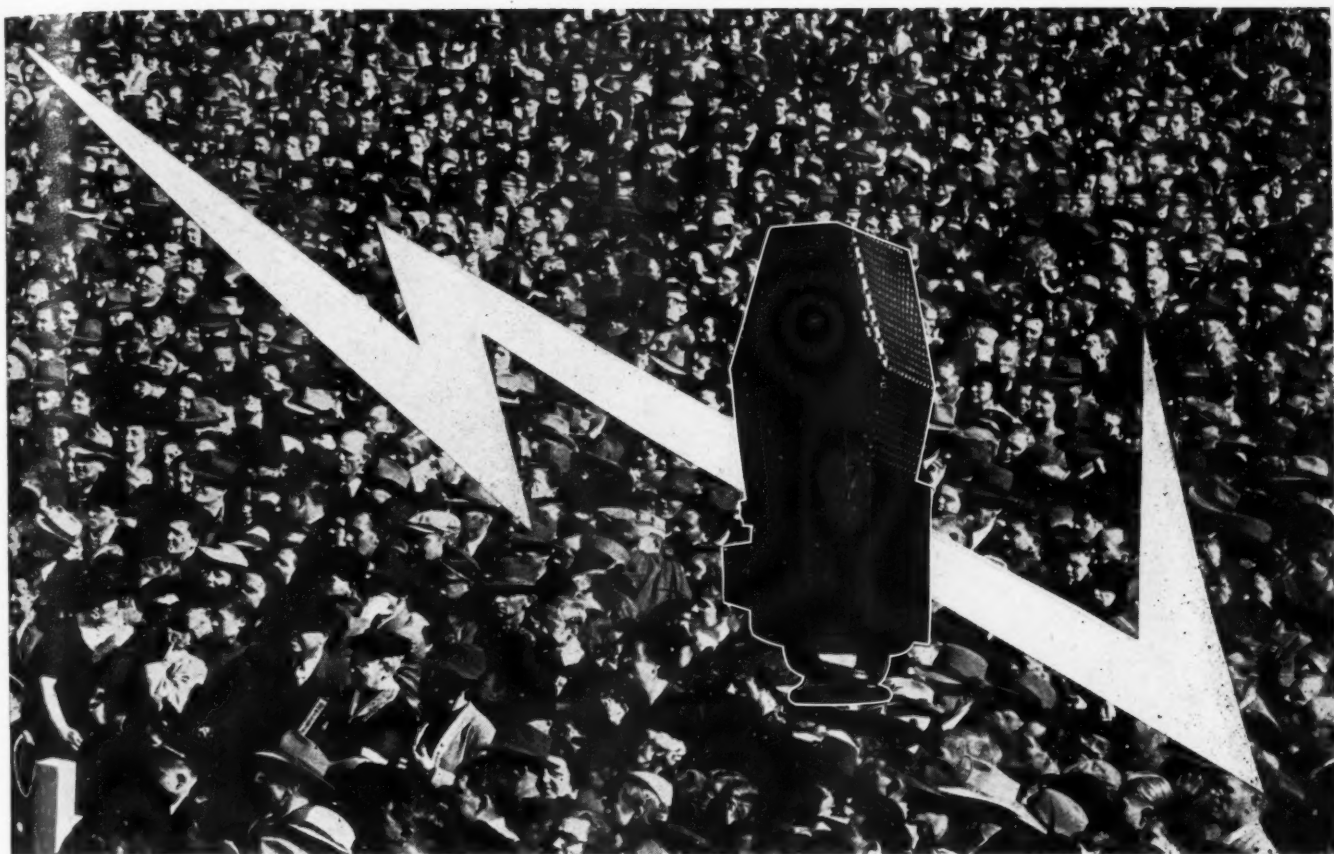
Oddly, that is more problematical than the new pectate products.

Primarily, the California Fruit Growers Exchange is in the business of selling fresh oranges, lemons and grapefruit. Juice always has been a by-product, not profitable in itself, but adding some revenue from the fruit too ripe to ship fresh. For war, it has been necessary to use for juice considerable fruit which might otherwise have been sold fresh. In wartime nobody has hesitated about that.

But when peace returns, there will be less fruit for juice production, and emphasis again will be put upon fresh oranges, which are foremost in the sales program all the time.

And as accurately as the sales department can forecast, the emergency job done by Sunkist will be beneficial. Demand for fine fresh oranges should be greater than ever—especially in Great Britain where fresh Sunkist built a fine market on quality. Orange juice will not be forgotten.

SALES MANAGEMENT



On the Beam

Is your audience on *your* beam? What should you tell them? . . .
How? . . . When? . . . Where?

The sure way to answer these questions intelligently is to know the facts about this audience, what kind of people they are, where and how they live, how they think and react.

A Ross Federal survey gets the facts first. It's a simple and inexpensive way of avoiding waste when you plan your radio advertising and sales campaign.

Talk to a Ross Federal man today about your plans for tomorrow.

**ROSS FEDERAL RESEARCH
CORPORATION** 18 EAST 48th STREET, N. Y.
AND 31 KEY CITIES FROM COAST TO COAST

JANUARY 15, 1943

FIRST with the Facts!



A Southwestern Bell Telephone Co. bus and street car poster which tells the "Yellow Pages" story to a wartime, shifting population.

Survey Shows Women Weak in "Where-to-Buy-It" Knowledge

Too many dealers assume that "everybody knows me", when the facts are that an astoundingly high percentage of buyers cannot identify a single local source for floor refinishing, electrical repairs, piano tuning, wall paper cleaning, and other services.

THE Southwestern Bell Telephone Co., St. Louis, Mo., recently gave a memory test to 9,129 women. Since the housewife does most of the buying (some say 85% of it), research investigators were sent to ask women in twenty cities if they could name, offhand, a painter, a photographer, a laundry, a lumber yard, and so on down the list of 180 lines of business. The job was done to find out if business men, who often say, "I've been here a long time; everybody ought to know me," were correct in that statement.

What happened?

Forty-one per cent couldn't name a place handling radios; 52% couldn't remember a curtain cleaner; 63% were stumped to name an electrician! Forty-two per cent couldn't name a dress-maker; 89% didn't know where to rent a floor machine; 98% didn't know where to get a furnace cleaned; 84% didn't know the name of a house cleaning outfit.

Finally the findings were tabulated in two columns: the first, all women interviewed; the second, women who had been residents of the city 11 years or more. Below is given a cross-section of typical findings, in percentage of those who answered "No."

Business	Women Inter- viewed	Residents 11 Years or More
Exterminators	50	45
Fix-It Shops	66	64
Floor Refinishing	70	65
Fur Cleaners	54	52
Furniture Repairing	29	17
Gas Burners	80	76
Insecticides	76	49
Insulation Applicators	92	94

Business	Women Inter- viewed	Residents 11 Years or More
Junk	75	56
Linen Supply Service	20	17
Locksmiths	43	27
Mattress Renovating	16	8
Moth-Proofing Service	70	69
Nurses	43	35
Painters	42	35
Paper Hangers	37	31
Piano Tuners	64	60
Plasterers	51	45
Plumbers	43	36
Radio Service	34	23
Roofers	44	35
Screens—Repairing	57	51
Tires—Retreading	56	53
Transfer—Moving	67	69
Wall Paper—Cleaning	43	37
Washing Machines— Repairing	72	52
Weatherstrips	78	59
Window Cleaning	96	94
Window Shade Re- pairing	57	50
Wood	98	93

Ads Teach the Public

Armed with the above data, and a story of changing business conditions during wartime, Southwestern Bell dispatched some 100 directory salesmen to interview more than 150,000 business men throughout its territory. Their job was to sell advertising and listings in the "Yellow Pages" of telephone directories in the five states where the company operates—Texas, Oklahoma, Arkansas, Missouri, and Kansas, plus a section of Illinois. Classified sections appear in 164 of its approximate 500 telephone directories. These 164 directories serve telephone users in all but the smallest towns.

The plan was motivated not only to sell advertising in the classified directories, but to reduce unnecessary use of telephones during wartime when the "load" is often a burden. Thus a part of the current advertising program of the Southwestern Bell is aimed to teach the public how, through use of the "Yellow Pages," to get more direct results; how to avoid calling here and there, hither and yon, trying to find the proper business house or firm with which to do business.

The story of the "Yellow Pages" and how to use them is being told to the public in national magazine and newspaper advertising; posters in buses and street cars; inserts in customer bills, and inserts in the directories themselves. Emphasis is placed on the general theme that the "Yellow Pages" are now more helpful than ever because of wartime shifting of populations, depleted stocks and unsettled markets.

Errors Prove a Point

Buyers are on the move; millions are shifted to new cities from farms, towns and cities where they may have lived a long time. New munitions plants have created new cities and new neighborhoods. Mass migrations have been the greatest in the history of the nation. Those who move to strange cities, the telephone executives say, turn to the classified sections automatically to find out *where to buy*.

In other words, the sale is made and the desire to buy is there *before* the customer turns to the classified section which makes for something unique in the advertising field. The purpose of most advertising is to create desire and influence the prospect to buy a specified item. To prove that point, Southwestern Bell, in its sales presentation, lists some errors it has made. "Embarrassing to us," it points out, "but stranger than fiction."

A junk company was erroneously listed under a beauty shop number. Result, an average of three to four persons every day tried to sell the beauty parlor junk. A home builder's number was confused with that of a rug house. Result, up to 25 calls in a single day were put through to inquire about rugs. A tax service, listed directly under "taxicabs," received from one to ten calls a day, asking that a taxi be sent immediately.

Before sending out the crew of some 100 salesmen to solicit "Yellow Page" advertising and listings, a visual-aid presentation was given to each of them. These presentations, with art and color, outlined the above story in an orderly and connected way so

SALES MANAGEMENT

INDUSTRY TO SERVE OUR ARMED FORCES

"Know How" Business Information Is Ammunition . . . PASS IT ALONG

This is the first in a series of sponsored presentations on how business papers help in the war effort. They deal specifically with what business paper editors and advertisers are doing to serve our armed forces.

Certainly the men in uniform at the fighting front have to do the BIG job and at by far the greater risk and sacrifice. But, as General Eisenhower indicated on Thanksgiving Day, America's armed forces must be paced by the furious tempo of American Industry . . . and American industry rolls forward on the idea-treads supplied in large measure by business papers . . .

On the production front, much of the war effort must be expedited by companies, executives and workmen assigned to jobs they have never done before. Salesmen and bookkeepers, porters and grocery clerks now weld armor plate, rifle gun barrels, inspect artillery shells, etc. Machines that used to shut down after an 8-hour day are roaring continuously around the clock. Engineers must keep equipment at top efficiency under stresses unforeseen when it was installed.

Everywhere new problems . . . problems outside the pattern of past experience. And on all sides the urgent cry for "know how" information and guidance.

Here is just where business papers can and do contribute to the industrial war effort. Business paper editors and their advertisers started converting while the country's effort was still in the defense stage. Today both editorial and advertising relate chiefly to the war effort and the problems constantly arising from it. A few "snapshots" will indicate both the extent and effectiveness of their conversion . . .

ARSENALS OF FIGHTING IDEAS

- A business paper article helped a company short-cut the route to production of artillery shells
- Another showed contractors and sub-contractors how to adapt their plants to the precision requirements for naval guns
- Still another exploded the mystery that had enveloped a neglected steel alloying element and thereby stemmed the inroads on critical materials
- All good business paper editors are aiding management to streamline their organizations for greater production and less waste
- Business paper advertisers parallel this tangible program in their paid-for space.

Pick up a business paper, open it at random, start to turn the pages . . . *you'll find it an arsenal of fighting ideas* . . . articles and advertisements on how to conserve high speed steels used in tool-making; how to gear machines for speeds and runs that would have been equivalent to overloading in pre-war days; how to train new employees; how to retool old plants; how to keep distributive set-ups intact for V-Day; how to keep the American public reasonably satisfied in spite of rationing, shortages, substitutes, inconveniences and sacrifices.

0 SPEED THE WAR EFFORT

IRON AGE, New York

POWER, New York

RAILWAY AGE, New York

MACHINERY, New York

PRACTICAL BUILDER,
Chicago

SALES MANAGEMENT,
New York

MARINE CATALOG AND
BUYERS' DIRECTORY,
New York

PURCHASING, New York

that the salesman, spreading it before a prospect, could follow through with his prepared story.

Much of the material which was prepared jointly by the company's general directory and general advertising departments stemmed from facts gathered by various salesmen during previous solicitations. An effort was made to put into it all of the reasons why past prospects had resisted the purchase of space, together with the logical answers to the arguments.

"We don't want to stimulate telephone traffic," said an executive to the

SM writer who visited him in his St. Louis office. "Our object today is to teach the public how to get the most out of the telephone with a minimum of calls. Absolutely necessary calls, until the war is over, will give plenty of volume. One reason we are putting great stress on the classified section is that its proper use stops aimless 'phoning around."

"Also, I might add, it saves the waste of a lot of time, of increased value now when there is a general shortage of help. It puts the answers at the fingertips of the r"

may also be interested in a third factor: Will it increase the prestige of the store?

Your first objective, therefore, is to convince the advertising manager that it will be worth his while to invest some of his store's promotional budget in advertising your product. To do this you must tell him, and keep telling him, what volume your product can produce for his store, how many customers—especially new customers—it can bring in, what mark-up it will give the store, and how it will increase the store's prestige to include your product in the store's advertising.

How should you put these basic facts before the advertising manager? It's definitely a job for your salesmen. If they are still on the road, here's an additional job that most of them will welcome right now. If they are not traveling regularly, let the presentation to the advertising manager wait until it can be handled by one of your representatives making a call on the store. It's too important to be attempted by mail or in any other makeshift manner.

But before your salesmen make this type of call, they must be armed with the right information, preferably in portfolio form so they can present it forcefully and impressively. They should be prepared to give 1. the profit story of your product, 2. facts about the volume that has been attained with it in specific stores, 3. the product itself and its selling points, 4. the type of promotional co-operation you extend to stores, 5. specific examples of advertising material now ready or in course of preparation, and 6. clippings showing how leading stores are advertising your product.

Plan Promotions That Click

Of course, we don't mean that your salesmen should ignore the buyer in making their presentation to the advertising manager. No salesman worthy of the name would do that anyway. Most retail buyers will welcome the salesman's suggestion that the salesman alone or with the buyer should go to the advertising manager to tell your story first-hand. When he gets there he should be sure that the advertising writer for the department that sells your product is called in, too. That's important.

2. Develop sound, store-centered promotional plans. In getting department stores to advertise your product, it's important that your promotional thinking should parallel the type of thinking the store does for itself. Otherwise your ideas won't be used, because they'd be out of place among the other promotional units

Five Ways to Induce Big Stores To Advertise Your Product

So long as you have something to sell, don't overlook opportunities for developing special promotions for your line in your retail outlets. You can get them if you furnish ideas.

BY JAMES C. CUMMING

*Grey Advertising Agency, Inc.
New York City*

NO, this article isn't going to recommend that you buy department store co-operation in your advertising program by a fifty-fifty arrangement or any other kind of deal involving cash. You may be wise to include a share-the-cost arrangement in your work with retailers, but it's too obvious a way to get retailers to advertise your product to warrant discussion here. Also, in these days of restricted production, such deals are being dropped like hot potatoes.

Cooperation Without Cash

On the other hand, every manufacturer who is still able to manufacture, recognizes the value of having the retailer advertise his product. You may not be able to supply stores with your merchandise in the full quantities that they could sell, but dealer advertising is still valuable to you in supplementing the national advertising that will keep your brand name alive until the war is over.

Just so long as you can supply retailers with anything like reasonable quantities, you can—if your merchandise is important to them—get them to give you advertising without the necessity for a cash allowance from you. You won't, of course, get this type of co-operation by sitting back and waiting for the clippings to come in. But you stand an excellent chance of getting it on a regular basis if you work along these lines:

1. Place your story before the store advertising manager. If you are like 99 out of 100 manufacturers, the only way the advertising manager of a store ever hears of your product is second-hand, through the buyer. Unless the buyer, who is not always an expert on sales promotion, thinks of your product as a promotable item, the advertising manager may never hear of it.

In order to get advertising from the store, therefore, it is important that you take upon yourself the job of getting your story into the advertising department. If you still think this is unnecessary, try calling, yourself, on a few typical retail advertising managers and ask them questions. Their ignorance of your product will probably amaze you, until you realize that in the average department store are upwards of 50,000 individual items. No human being could possibly keep track of the selling points of all of them.

Stress Volume

But don't base your appeal to the advertising manager on your product's selling points alone. The advertising manager is, remember, an important executive of the store. In selecting an item for advertising he is interested primarily in two very important points about it: 1. Will it produce sufficient volume during the first few days after the advertisement runs to warrant the cost of the space? 2. Is it a profitable item to promote? In some cases he

9,400 REPRINTS

OF TEN HIGHLY IMPORTANT ARTICLES

APPEARING IN

INDIA RUBBER WORLD

WERE ORDERED AND PAID FOR BY READERS
DURING THE LAST QUARTER OF 1942

THE REASON

Rubber—its production in natural and synthetic form and its processing are of prime importance right now and articles appearing in INDIA RUBBER WORLD are recognized by the members of the rubber industry generally as authoritative—written by men who know. The publication is edited by graduate engineers with long practical experience in rubber manufacturing and its editorial prestige has been maintained through 53 years of service to this one industry.

READER INTEREST BRINGS ADVERTISING RESULTS

That is why INDIA RUBBER WORLD carries more display advertising than any other publication in the field.

Remember—Rubber is in the forefront of the War Effort.

WRITE FOR MARKET AND CIRCULATION DATA AND RATES

INDIA RUBBER WORLD

Established 1889

386 FOURTH AVE.

NEW YORK

with which the advertising manager must work.

Since this principle is the golden key that unlocks the retail advertising door, it is impossible to prescribe definite rules for the formulating of ideas of this kind. Perhaps the best way to be specific about it would be to give examples of store-centered promotional plans that have clicked in the past:

The B. V. D. Co. has made a practice of giving stores promotional ideas—and the advertising and display material for carrying them out—that will sell not only B. V. D. products but everything in the men's wear division. One of these promotions was called "The Sports Round-Up," and the promotional units were full of ranch atmosphere. The stores were given a wealth of well-prepared material on this theme, and they used it to sell all kinds of sportswear. But B. V. D. received the lion's share of the publicity, if only out of gratitude.

Cantor-Greenspan Co., fabric manufacturers, last spring announced a promotion based on colors that tied in with the various countries of South America. They called it "Amigo Mio," and they offered it to stores through manufacturers who used their fabrics. The departments that sold Amigo Mio

garments gave Cantor-Greenspan fabrics a great deal of advertising as a result.

Fruit of the Loom, Inc., staged many successful promotions based on the important cotton selling seasons of the retail year. They gave stores, in addition to newspaper mats and display material, color broadsides that featured the specific Fruit of the Loom products each store carried.

Notice that ideas like these are more than just mats or counter cards. They are carried out through the medium of mats, counter cards and other material, but because they represent the type of idea that stores like and can use, they are far bigger than any mere unit.

3. Prepare your facts in usable form. There are, of course, many important selling points inherent in your product that you want to put into the advertising manager's hands. When you do so, be sure you have them organized in ready-to-use form. The easiest way to do this is to prepare an actual advertisement, modelled along the lines of accepted retail advertising practice, that presents the full story of your merchandise. Notice that we do not say that it should present it as you would like to see it presented. Probably no store would ever run it like that. It should be especially de-

signed for store use, written to present the advantages of buying your product at that store.

Tie up this and similar advertisements with displays that can be used on the selling floor and in the window. These, too, must be prepared with the restrictions on what the store can use very much in mind, or they may never get farther than the display manager's wastebasket.

Above all, be sure that the store gets good, usable illustrations of your product for use in newspaper advertising. Don't make the mistake of skimping at this point. By giving the stores better art work than they can buy locally, you will get additional advertising for your product.

Ideas Are What They Want

4. Send out new promotional ideas frequently. Retail advertising managers are hungry for ideas. If the ones you give them are good and usable, you'll get that much more advertising for your product. But you can't expect them to keep repeating like a cracked phonograph record on one idea, no matter how good it may have been at the time you introduced it. You must keep developing more sound promotional ideas at regular intervals, and you must accompany your ideas with all the material needed for getting them across to the stores' customers—newspaper mats, counter display units, window display material, bulletins for salespeople, radio scripts, direct mail pieces; in fact, everything in the long list of retail promotional units that may be usable in connection with the specific promotion which is in question.

5. Keep demonstrating what other stores are doing. Retailers are great at playing follow-the-leader. When you show an advertising manager the way Macy's and Hudson's are advertising your product, you give him a strong compunction to go and do likewise. Therefore, keep sending him reproductions of the advertisements other stores are running on your product. But don't stop there! Get photographs of window and interior displays used by other stores too. Photographs will help to demonstrate to the advertising manager the importance those stores attach to your product, and they may give him ideas for promotions including advertising as well as display.

It would be interesting to try a program like this for a year, and notice how your retail advertising lineage increases. Such a program is doubly important if you are cooperating with retailers on a share-the-cost basis, for it would give you more effective advertising of your product.



You can't see SAN DIEGO thru a knot-hole any more!

Come on inside--get a ringside seat! San Diego is an "A" schedule city in your 1943 plans.

★ Send for latest facts on San Diego's war-time market and post war possibilities!

**SAN DIEGO UNION
and TRIBUNE - SUN**

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Cleveland • Denver • Seattle • Portland • San Francisco • Los Angeles

Campaigns and Marketing

First for Kroger

Kroger claims a first for its daily radio program, "Mary Foster, the Editor's Daughter." The program, it is said, introduces a new pattern for entertainment in radio serial dramas by utilizing a portion of the time each day for news broadcasts. The news is interwoven with the story and will issue from the office of Editor Foster. Listeners thus will be able to satisfy their hunger for war news without having to dial out their favorite program, since the broadcasts will carry up-to-the-minute reports from the world's major news services. The show, a four-year-old Kroger feature, opened the new year, on January 4, with its 1,280th broadcast. The Ralph H. Jones Co., Cincinnati, is the agency.

National Cherry Week

Twelfth National Cherry Week will be observed from February 15 to 22. Indications are that American housewives, hotels, restaurants, and bakeries will not be greatly restricted in their use of cherries for pies and other dishes. The Government has earmarked 51,000,000 pounds of the 1942 canned cherry pack for the armed forces, but it appears that 62,752,250 pounds of the canned variety and 56,568,000 pounds of frozen cherries will be available for civilian consumption.

Numerous cooperative tie-ups are expected with other industries. The committee in charge has prepared window streamers, menu stickers, and a quantity of cherry recipe booklets for members and cooperating groups.

Half-Billion Messages

Advertising for Pond's cosmetics will run close to a half-billion messages in the first quarter of this year, with three of the campaigns showing substantial increases over 1942.

The new Pond's Cold Cream campaign, featuring engaged girls working on the production line, is in the latter group. Full-page ads will appear monthly in *Ladies Home Journal*, *McCall's*, *Woman's Home Companion*, *Good Housekeeping* and *Mademoiselle*. *Life* will get four pages; *Vogue* and *Harper's Bazaar*, three each. A page a month is scheduled for *Cosmopolitan* and *True Story*, while two pages are slated for *Macfadden's* and *Fawcett Women*

Groups, and for the Screenland unit, during this quarter. In addition, six four-color ads will be seen by the readers of *Metro Newspaper Syndicate* and *Puck Comic Weekly*.

With sales of Pond's Vanishing Cream at a new high as a result of the 1942 campaign, the manufacturers are supporting the product with an expanded schedule this year. The ads continue to feature the "one minute Mask" beauty tip. *Ladies Home*

Journal, *Vogue*, *Life*, *Mademoiselle*, and *Look* are on the list for three insertions each; *Good Housekeeping*, *True Story* and *Macfadden's Women's Group* for two apiece. Six insertions in *Puck Comic Weekly* will bring reader impressions for the quarter up to 76,500,000.

Prominent society women recommend Pond's Dry Skin Cream as protection against harsh winter weather. This is another augmented campaign—three insertions in *McCall's* and *Ladies Home Journal*, two in *Woman's Home Companion* and *Good Housekeeping*, ten in the First Three Mar-



"YES, WE HAVE NO BANANAS"

Banana boats are hauling other things these days. Also we have a lot of "no this" and "no that" in retail stores.

To experienced merchandisers the current situation contains no terrors. Present scarcity is a temporary war necessity . . . and the war will end some day.

Meantime, direct contact with the consumer market can be maintained through newspapers.

Newspaper advertising created consumer demand for your brand in the first place . . . and newspaper advertising can hold that position for your brand until the banana boats start running again.



★ Busy Industrial Toledo plus its compact trading area form Ohio's DOUBLE-VALUE market. The Blade covers thoroughly and effectively Toledo and the other buying centers in its ABC territory.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

kets Group and nine in *This Week*.

"Cheeks," a new matching rouge, will be featured with "Lips," Pond's lipstick, in the Dreamflower Powder campaign, which will use four-color ads in *Ladies Home Journal*, Fawcett and Macfadden's Women's Groups, *True Story*, Modern Magazines, *Mademoiselle* and *Puck Comic Weekly*. "Lips" will have a two-color page to itself in March *Mademoiselle*.

J. Walter Thompson, New York City, places all accounts.

Have Fun

That's the theme of an ad campaign the New York *World-Telegram* will run in its own columns during January and February, urging readers to make greater use of New York's amusement facilities. Eight ads have been prepared to appear weekly dur-

ing that period. All of us are living in an atmosphere surcharged with grim determination and there is a danger that many people may rule out the movies, the theatre, and other forms of entertainment for the duration, either as incompatible with the war mood, or as an avoidable expense that can be pruned from the budget as an offset against rising living costs—or, maybe, because they are too tired to step out and enjoy themselves.

Throughout the series, copy will consistently hammer home the importance of America's keeping its balance in wartime and will show by various examples how highly the armed forces rate entertainment as a safety valve for the emotions of fighting men. In most of the ads, pictured suggestions for civilian relaxation will parallel pictures of soldiers and sailors being entertained in camp, in service clubs,



Music

is in the Army's Rations, too

There's nothing on the army's bill of fare not vital to a soldier's life... no more for him the weary day's wait. But there are times every week for music, and the Army plays host to the finest orchestras and artists in camps all over the country. That's because the boys want it. In wartime men turn to music, not only for amusement, but for rest in mind and body, and for new courage. That's why, with the German suggestion on the fringe of the city, Moscow's 100-piece symphony will play nightly for soldiers—only musical instruments and record players come on the same ships with tanks when our troops landed in North Africa and the Solomon Islands.

And a Needed Bracer in Life at Home

You've been asked to put aside many luxuries since Pearl Harbor, too. But of none there is so short-lived. That's part of the plan for civilian life. For you need the tonic effect of music to cope with war's uncertainties... to keep your mental balance when it's so easy to go sick. Go wherever you'll hear the kind of music you enjoy... to concert or night club... the opera or the movies. And do it regularly. You'll find the stresses of war more easily carried when you make music part of your daily life.



All work and no play makes Jack a dull boy, but selling fun helps to build business and national morale. The New York *World-Telegram* achieves this dual purpose in a series of "Amusement" ads now running in its own columns.

canteens, in private parties. "What goes for the army," says one ad, "goes for every one of us on the home front. If we owe it to our country to keep fit—and we know we do—then we owe it to ourselves to get a change from war news and longer hours and fewer cups of coffee and all the things that add up to war. We need to get away from those things for a while... so we can take the realities of war with a thumbs-up smile."

Of course, this is promotion copy aimed at increasing amusement billing in the *World-Telegram*, but it is another example of how advertising can be made to serve the national effort as well as the advertiser's interests. "Away back somewhere in all this," says William E. Dempster, *W-T* promotion manager, "is the fact we are open for business in amusement advertising, but right up front is the honest belief that all work and no play is bad."

Three for Regent

Not the usual one, but three headliners, sing the praises of Regent, king-size cigarette, in the January issues of a number of national magazines. Fred Allen, Carol Bruce and

SALES MANAGEMENT

232,587

NET PAID DAILY

(Daily Average—12 Months Ending Sept. 30, 1942)

LARGEST CIRCULATION

DAILY OR SUNDAY

IN NEW YORK STATE

OUTSIDE OF MANHATTAN

BUFFALO EVENING NEWS

Edward H. Butler, Editor and Publisher

Buffalo's Only Evening Newspaper

KELLY-SMITH CO., National Representatives

New York Chicago Philadelphia Detroit Boston Atlanta San Francisco

Guy Lombardo are featured, each in a characteristic pose. Next to each picture is a small block of copy that contains a gossip note on the off-stage habits of the celebrity and cites, in quotes, a special reason for preferring Regent. Allen likes the crushproof box, which is "just like a custom-made cigarette case"; Miss Bruce goes for the extra value in the longer smoke; Lombardo says they're mild—"really mild." The headline plays on the reader's curiosity with this pointed question: "How do *you* compare with Allen . . . Bruce . . . Lombardo?"

This is the first of a series, which will use three well-known personalities in each ad. Insertions will be one-half or two-thirds page units and will run, in black and Regent maroon, in an increased list of magazines.

M. H. Hackett, Inc., New York City, is the agency.

First for Schutter

Schutter Candy launched its first network show January 10, sponsoring "Colonel Stoopnagle's Stooparoos," a 15-minute comedy quiz program. Contestants are chosen from the radio audience. In typical Stoopnagle fashion, the new show thumbs its nose at form, particularly when it comes to determining the winners, who score by virtue of wrong instead of right answers. It is broadcast over 41 Columbia stations. Roche, Williams & Cunningham, Chicago, is the agency.

Doctors and Babies

For the past two years Mennen Antiseptic Oil ads have done more than merely plug the merits of the product. They have unfolded various phases of infant care in hospitals, have let the layman see how doctors and nurses guard newborn children against infection and sickness, and have instructed the public in the observance of simple rules to be followed, for the baby's protection, when visiting a new mother in the hospital. The ads were praised by hospitals as a vital public service.

Again, in the 1943 campaign, Mennen copy performs a public service, linking its basic story about infant care and the product with the wartime shortage of doctors on the home front. Opening ad, in January 11 *Life*, focuses attention on the overworked doctor with this head line: "The most important man in the community needs help." Supporting appeals of medical authorities, copy tells mothers how they can help save the doctor's time without taking chances with the babies' health. "Most important—take your baby to your doctor's office regu-

larly. Don't *call* your doctor; call *on* him. And do this *regularly*. That helps keep baby healthy . . . *saves avoidable doctor's visits at home*. Protect your baby against germs, his worst enemies. Guard him internally and externally against infections."

Copy urges, as an external precaution, that mothers follow the example of most hospitals, which anoint the baby's skin daily with Mennen Antiseptic Oil. It stresses that this is the only widely sold baby oil that's antiseptic.

The campaign will run in national magazines. H. M. Kiesewetter, New York City, is the agency.

Silex Two-Cupper

If you've been trying to buy a one- or two-cup coffee-maker you know what the Silex announcement means. Many a housewife, egged on by the coffee lovers in her family, rushed to the department store when the coffee shortage began to be felt—only to find that hundreds of other women had had the same idea, but earlier. The diminutive coffee-maker had suddenly become as rare as a museum piece, and as priceless. Hardest hit were the families with only two coffee drinkers in them and families where one or more members are working on the

Announcing

The 14th Edition

of

SALES MANAGEMENT'S

ANNUAL SURVEY

of

BUYING POWER

April 10

●

night or in-between shifts in war production plants. For them, a small-size utensil spelled the difference between satisfaction and several days of drought before the end of the five-week ration period.

If stretching coffee, or rather failure to stretch it, is one of your problems, you'll be happy to learn that relief is on the way. The Silex Co. has just brought to the attention of the trade, through *Retailing* and *House Furnishings Review*, a new Silex two-cupper that "increases brewed coffee ration by 40%." It brews only the amount of coffee needed, makes equally good coffee for one cup as for two, if only that amount is desired. The good news will be told to consumers later, as soon as distribution to retailers has been completed through a full color page in *American Weekly*. Reprints of the ad will be made available to dealers for store display.

Grey Advertising, Inc., New York City, handles the account.

Fear Is Friction

Long used to fighting friction on the industrial front, SKF Industries, manufacturers of ball and roller bearings, will devote their new ad campaign to fighting fear on the home front. Fear "can be to the mind what friction is to the machine." The campaign will continue along the lines of public service followed in last year's advertising, which was based on the Bill of Rights. Shortages and resulting restrictions are a new experience for the American people, in many instances accompanied in their first stages by dark forebodings and the jittery impulse to protect one's self and family against the impending scarcity by selfish buying. The campaign will indicate the sensible, and patriotic, approach to rationing and

other problems of the day, and it will reflect examples of wartime courage to point up the lessons contained in the copy.

The first ad, appearing in *Newsweek*, *Business Week* and *Modern Industry*, shows young Mrs. Jones giving her order to the grocer. "I wish they'd hurry up and ration it," she comments, obviously referring to a product, the supply of which has been exhausted. "Not just patriotic; smart," copy continues. "Far from being afraid of rationing, she welcomes it. All too vividly does she remember how it was with gasoline and coffee. She knows that only by a fair-and-square democratic dividing-up of the national supply will her family get its share. . . . There's enough for all—if everybody plays the game."

Geare-Marston, Philadelphia, is the agency.

Three Squires

Following the completion of plans for national distribution of Three Squires pipe tobacco, Westminster Tobacco Co., subsidiary of Rum and Maple Tobacco Corp., has launched a nationwide ad campaign through 18 magazines and 3 Sunday newspaper supplements, *American Weekly*, *This Week* and *Parade*. Three Squires sells for 15c; copy will offer a sample packet free.

A sample offer is also being made in connection with the promotion of Rum and Maple, 25-cent brand of the parent corporation, in a campaign that includes magazines, radio, and newspapers. Full-page newspaper copy, tested in the *New York Daily News*, is being released in 12 major markets. Every magazine and newspaper ad and radio announcement carries the sample offer.

Raymond Spector Co., New York City, is the agency for both accounts.

Radio Briefs

Petroleum Advisers, Inc., have signed to continue the Cities Service Concerts over NBC, through Lord & Thomas.

Other NBC renewals include The Bayer Company's "Album of Familiar Music," for Bayer Aspirin; R. L. Watkins Company's "Manhattan Merry-Go-Round," for Dr. Lyon's Tooth Paste, and Charles L. Phillips Chemical Company's "Waltz Time," for Phillips Milk of Magnesia—all through Blackert-Sample-Hummert. Also Centaur Company's "Battle of the Sexes," for Molle, through Young & Rubicam; and Philip Morris' "Johnny Presents," through Biow Co.

SALES MANAGEMENT

WTAG's leadership is again confirmed!

C. E. Hooper's latest Worcester survey shows that our audience is greater, 8 a. m. to 10.30 p. m., than the combined audience of all other stations heard in this area.

When You Buy Time—Buy An Audience!

WTAG

Worcester, Massachusetts

NBC BASIC RED NETWORK

Paul H. Raymer Co., National Sales Representatives
Owned and operated by the Worcester Telegram-Gazette

Boston Conference Spotlights War And Post-War Sales Problems

Sales executives, editors, and educators contribute to all-around idea exchange at New England's war-time sales management conference. Consensus is that sales executives must carry major burden when business re-converts to peace-times.

AT a hard-working well-organized meeting held in Boston January 8 and 9, top executives from the six New England states talked over the strange assortment of problems dumped into their laps by the war: manpower, scrambled markets, public relations, post-war planning. The Hotel Statler ballroom was packed to the doors for the two luncheon sessions.

President F. C. Crawford of the National Association of Manufacturers (and president, Thompson Products, Inc., Cleveland), made a brilliant plea for business men to accept their full responsibility for selling the private enterprise system to the American public. Dr. Ralph Robey, Associate Editor, *Newsweek*, analyzed war and post-war finance, emphasizing the need for a tax program which would include a general sales tax and forced savings as a means for controlling inflation.

Exciting glimpses into a future of wonder-materials and wonder-products were provided by several speakers: A future in which chemical science, electronics, new petroleum developments, plastics, air transportation expansion, synthetic rubber, synthetic fibers, and other miracles brought to quick fruition under the forced draft of war, will change to a marked extent the American way of living.

Brief excerpts from some of the speakers follow:

Warborn Products and Materials Presage Post-War Wonders

THEODORE G. JOSLIN,
Director, Public Relations,
E. I. du Pont de Nemours Co.
(*"The New World of Nineteen-Forty-X"*)

Never before in history has a people at war had so much to gain by speeding the day of peace, for beyond us, visible even now and challenging our courage to win through to it, lies the frontier of an empire that is of vaster potential riches than all the Axis conquests combined. . . .



DON G. MITCHELL,
Vice-president, Sylvania Electric Products, Inc., New York City.
(*"A Look Ahead for Selling in 1943 and After"*)

"What is the outlook for the salesman after the war? In one sentence, it is, in my opinion, a rosy one and a very important one. It is rosy because the longer the war lasts, the larger will be the reservoir of needed civilian goods; and if we are successful in turning the huge consumer income of the war years into long-term savings fields such as war bonds, thereby preventing runaway inflation, there will be a reservoir of ready cash to buy civilian goods after the war such as this country, or any other country, has never seen."



The nation will emerge from the war with capacities for making plastics, synthetic fibers, nitrates, hydrocarbons, high octane gasolines and scores of chemical and other raw materials on a scale that would have been regarded as fantastic before the war began. . . .

We need to be visionary to the point of audacity, in the light of today's evident facts, to discharge just a fair share of the post-war opportunities and responsibilities. Plastics were

of sensational promise before Pearl Harbor.

The newest and most versatile of plastics will be available after this war on an unprecedented scale. The high-pressure synthesis of ammonia, one of the major chemical exploits of the century, will have taken on an industrial status that, in terms of new producing capacity, may be comparable to the discovery of a sixth continent. The amount of fertilizer chemicals that this new capacity will be able to supply farmers for fertilizers will be so large that the basic trends of agriculture might be changed. These are but one group of a hundred or more products stemming from this high-pressure synthesis, which utilizes air, water and coal as its building blocks. . . .

We will have glass that is unbreakable and glass that will float, wood that won't burn, and laminations of plastics and wood that will compete with the structural metals. Hosiery derived from air, water and coal, a wonder of pre-war days, is but the forerunner of many innovations from the same source, ranging from shoes that contain no leather and window screens that contain no wire, to machinery bearings that contain no metal.

Today, we have the plants. The investment in them, private and public, mounts into the billions of dollars. Their equipment is the latest, their processes are the newest. Under forced pressures, such as only the combined might of 130,000,000 people could bring to bear, they have taken form in the space of months.

Nothing like this ever happened before, because never before did we have at hand so many new industries in embryo, or so many young industries yet in the first flush of growth. I might mention nylon as an example. Suddenly, without the usual preliminaries of maturity, many of these have become indispensable.

Today, we produce to destroy. But tomorrow we will produce to build, and we will continue to invent and thus to multiply our possessions. We will have at our command ten, fifty, a hundred times what we had before, chiefly of new materials. Means will be at hand to perform feats that men have long-dreamed of doing.

Fuels, metals and plastics are now ready to complete the revolution in transportation begun early in the century. Automobiles in the years im-

mediately following the war may be quite similar to those of today because of the immediate demand for motors, but we can see notable changes coming in due course.

Sealed cooling systems, proved on large-scale by aviation, may end in the post-war car the nuisance of adding water to radiators. Weights may be half what they are, saving from 1,500 to 2,000 pounds of useless load. The power output per cubic inch of piston displacement may double, treble and even quadruple. Fuels may yield 50 miles to the gallon. Cars can be air-conditioned, sound-proofed. . . .

The upsurge of automobile technology will be paralleled in aviation. Designers are thinking in terms of

hemisphere-spanning freighters and of passenger air-carriers in fleets numbering hundreds of planes. Transcontinental non-stop air trains of gliders, which would drop off or pick up "coaches" over the principal cities en route, are probabilities. Technical considerations no longer limit the size of airplanes that can be built. . . .

As never before we are conscious of the need for cheaper and better housing. It is coming because in no better way will we be able to put into worthwhile service the abundance of materials suitable for building all kinds of things. The engineer, the chemist, the production expert, and the development departments of some of our largest companies are alert to a prom-

ising opportunity.

Thus far, only general objectives have taken form. They are for homes costing in the order of \$500 to \$800 per room. Prefabricated sections, which can be handled by a few men, will permit flexibility in architectural designs. New insulating materials making possible light walls that will be several times as efficient as heavy masonry ones, will allow the use of revolutionary structural principles.

Plywood, plastics, rustless steels, non-ferrous alloys, various types of composition board, fire-resistant woods, ceramics, and synthetic finishes of lasting durability will be employed in profusion. For example, stainless steel is indicated as a common roofing material of the future.

Lighting will be automatic, governed by electric "eyes" sensitive to outside variations in the daylight. Air-conditioning units will be employed. The inner walls will be adjustable, so that several combinations of rooms can be arranged.

In many ways the new post-war home will be less costly to maintain and operate. One-half the fuel will heat it. Plastic surfaces will be good for a lifetime of wear. The electric bills will be smaller. To mention just one detail pointing the way: electric lamps that lasted 1,500 hours in 1939 now last 2,500 hours, give 12% more light, and cost from 12 to 17% less. . .

Perhaps the most important of all the signs pointing to better days is the fact that the war has dissipated innumerable inertias. Ordinarily, the new is received with doubt. People cling to the old and tried, and are loath to experiment, slow to change. When peace comes, however, the usual slow developmental process will have been reversed. War shortages of conventional materials will have resulted in eager trials of every new material science and industry could offer. And countless of the "substitutes" will have proved their superiority. Thus, an experience with, and an acceptance of, the new will have been gained that ordinarily might have taken many years to achieve.

New Post-War Products Will Demand New Selling Methods

JAMES J. NEWMAN,
Vice-president, The B. F. Goodrich Co.
("New Merchandise for New Times")

The American public is being taught (under present conditions) to do without items of merchandise formerly considered essential, to make all kinds of merchandise last longer, and is being advised and instructed in regard to the use of substitute materials.

SALES MANAGEMENT

WORCESTER, Massachusetts

235,125

Population is
Concentrated in
**WORCESTER'S
CITY ZONE**

This densely-populated market — heart of industrial New England — rates a **MUST** on every advertising schedule planned to cover the nation's high spots of buying power.

**Worcester's Average
Industrial Wage**

\$43.47

First 10 months of 1942, as reported by the
Massachusetts Dept. of Labor and Industries.

**That's 24 per cent higher than the Massachusetts
state average for the same period — 20 per cent
higher than Worcester's own high figures for the
same period in 1941.**

This rich market is covered by The Telegram-Gazette **ALONE**. No other daily newspaper is published in Worcester. Population: City Zone 235,125. City and Retail Trading Zone 440,770. Telegram-Gazette circulation: over 141,000 average net paid daily. Sunday: over 79,000.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK AND ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG



James J. Newman

It is interesting to speculate on what effect this kind of concentrated conservation and the use of substitutes will have on the consumer buying habits after the war. We are learning to get more coffee by reboiling the grounds; to "stretch" our butter rations by mixing gelatin and margarine into it, and to extend our cream allowance by adding some canned milk. We're putting new treads on tires . . . and a lot of people are learning that half-soled shoes are good for many extra miles.

Will we continue these practices in the post-war period, or will we return to that blissful, wasteful, extravagant living to which we were accustomed? I do not believe we will "backslide"—and I believe that since it's going to be "smart to be thrifty," a better technique of selling will be required to keep our volumes up in many industries. We will have to open up new markets and find new groups of customers to off-set the volume lost through conservation habits learned in this war period.

The exigencies of the war have brought about developments in many industries that not only are having an effect on our merchandise outlook presently, but will have a tremendous effect after the war. In the rubber industry the most important development, both from the present and future viewpoint, is synthetic rubber . . .

When the synthetic plants are finally finished, our country will have perhaps a billion dollars invested in them. Will that enormous investment have to be abandoned because natural rubber will be available again? I hope and believe not.

I believe that American laboratory and manufacturing ingenuity will be able to produce synthetic rubber that

will be competitive in price with natural rubber. It is already competitive in quality. I believe it also will be to the best interests of the country, from the long range viewpoint, not to attempt to shut out imports of natural rubber just because we have been forced to create a synthetic industry. If that course is followed, it will become a combined problem of science and sales management to find, create and fill new practical uses for the additional quantity of rubber that will be available. . . .

Before the war, 600,000 tons per year were generally considered our country's normal rubber consumption, although in 1941, due to war demands, we consumed about 765,000 tons. We

will have, after the war, an annual tonnage of synthetic rubbers of close to a million tons—in addition to the natural crude rubber supplies almost twice-again that amount, which will become available again.

Volume like this on a general-purpose raw material like rubber is bound to have an effect on many other industries, because end products which never heretofore have been made of rubber may then very well become an important part of other industries.

Aside from properties that are akin to natural rubber, synthetic, being man made, possesses adaptability to meet special requirements. Rubber, as we have known it, will be replaced by hundreds, possibly thousands, of types

IT GROWS BIGGER IN FERTILE GROUND

Alert advertisers are sowing "seeds for greater sales" when they cover the "fertile" East Texas-North Louisiana-South Arkansas market. It's an area with 30,000 producing oil wells, more than 300 million dollars of war construction plus a rapidly growing livestock and agricultural industry. KWKH—with 50,000 watts—stands in the heart of the area . . . holds an influential hand on the purse-strings of more than 300,000 radio families. Buy KWKH for dominant coverage of this rich market.



*CBS
sets net daytime circulation
at 313,000 radio homes,
net nighttime at 425,000.
Member
South Central Quality Network
Ask The Branham Company
for details.



REPRESENTED BY THE BRANHAM COMPANY

JANUARY 15, 1943

[57]

of synthetics, each with its own properties which can be selected for particular usages.

By changes in the basic chemical formulae, synthetic rubber can be produced that has particular resistance to abrasion, or to oil, or to sunlight, or to heat, all of which are natural enemies of rubber, or which have any number of other specialized properties.

Synthetic rubbers and rubber-like substitutes throw into the sales departments for proper handling not only the problem of vast additional quantities, but also these "plus qualities"

For generations we have considered the sheep, the silkworm and the cotton plant as the primary sources of fibers for almost all of the fabrics we have. Yet these three are today being supplanted and supplemented by several hundred synthetic fibers made from such unorthodox commodities as milk, lime, coal, air and water.

All this presages a new selling technique. We will have to cooperate intelligently to find the proper place of these new things in the economic structure. I believe the successful salesman and sales management in the future will have to have, in addition to

the ability to "make friends and influence people," more education, especially along technical lines. The day of thoughtless buying and glad-hand selling may be coming to an end.

So many products of our industries will be made of synthetics concocted for specific purposes, that the successful salesman will have to have at least enough background of technical training to enable him to properly explain the properties of the articles he is selling.

He will need to know, in many industries, the language of synthetics, whose A B C's embrace such words as Ameripol, Bakelite, Cellophane, Catalin, Koroseal, Lucite, Nylon, Tenite and hundreds of others. Salesmen will no longer be able to define quality in the old standby terms such as stating that an article is all wool, or pure silk, or all crude rubber. More likely, the salesman will place a microscope or spectroscope before the prospective buyer and say "just look at that crystal structure—this dress is 100% pure petroleum" or "that suit of clothes made of Koroseal is 100% pure limestone and coke."

Or, the salesman might say "these synthetic rubber tires made especially for use in the logging industry," for

instance, "were made from a mixture of butadiene made from Texas petroleum and butadiene made from alcohol derived from Idaho potatoes—and the styrene and butadiene were polymerized by the use of a special catalyst developed in the B. F. Goodrich company's laboratories."

Sound Industrial Relations Ease Man-Power Problems

L. C. HART,
Vice-president, Johns-Manville Sales Corp., Building Materials Dept., New York City
(“Manpower—Utilization and Conservation”)

The objectives of our Industrial Relations Department may be described as three-fold:

1. To achieve better understanding by employees of management's point of view.
2. To promote increased efficiency through the building of a stronger personnel and a better morale among employees.
3. To avoid work stoppages of all kinds, particularly during this present wartime emergency.

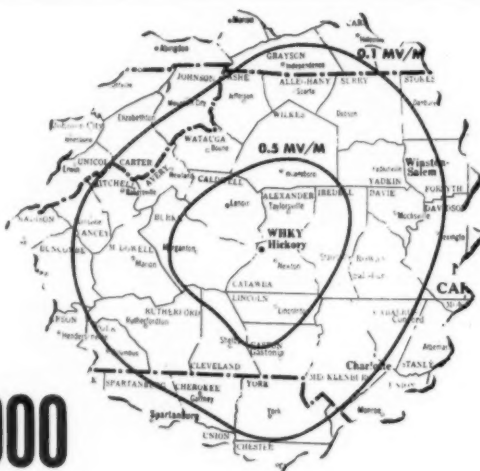
In preparation for the manpower problems of 1941 and 1942, we faced the following probabilities with respect to office and field functions:

1. Greatly increased burden on all office employees, as the result of priority procedures, transportation limitations, delayed shipments to peace-time trade, and emergency service to government projects and industrial war plants.
2. Gradually decreasing necessity for intensive field coverage and solicitation of peace-time trade as materials became less and less available for normal use.
3. Depletion of our personnel in both office and field as the result of selective service, reserve officer calls and voluntary enlistments.
4. Demands upon our personnel by other industries at salaries far in excess of our normal standards.
5. Competition by government agencies for clerical and stenographic personnel at "flattering" salaries.

In an effort to combat these emergency problems, we adopted the following policies, all of which were explained to our employees through bulletins, personal letters and interviews by our local managers:

1. Assurance to all employees entering military or naval service that every effort would be made to reinstate them after the war in the same or similar capacities.

Coverage map prepared
by Jansky & Bailey



\$444,444,000

Just to indicate what you may be overlooking in Western North Carolina, here's a statistic or two taken from WHKY's new Market Data Brochure. Population 1,005,212—Radio listeners 651,722—Spendable income \$444,444,000. Shrewd advertisers know they can now reach this rich market at surprisingly low cost. How? Write for complete information on WHKY.



• 5000 WATTS DAY • 1000 WATTS NIGHT
• 1290 KILOCYCLES • BLUE NETWORK
Nat. Rep. HOWARD H. WILSON COMPANY



L. C. Hart

2. Maintenance of continuous service records for the duration.
3. Continuance of retirement income privileges on a non-participating basis during absence.
4. Maintenance of established policy of allowing full credit to field salesmen for all goods delivered into their respective territories, regardless of whether government war projects or normal trade requirements.
5. Assurance to field salesmen that every effort would be made to maintain organization on maximum earning basis in spite of decreasing ability to serve normal trade.
6. Assurance that in the case of office employees, every effort would be made to adjust salaries consistent with local conditions and within reasonable limits; each case to be handled individually on its merits.

Operating under these policies, we have survived the first two years of the emergency with little or no decrease in the efficiency of our service from the standpoint of office and field. We have lost to date only about 20% of our employees, and in the great majority of cases, we have been able to effect combinations of jobs and transfers of personnel without the necessity of outside replacement. We are not unmindful of the fact, however, that our personnel losses in the future undoubtedly will be more severe than in the past, and that it will become increasingly difficult to find adequate solutions to these problems as we face the requirements of 1943.

Contact With Consumers Today Insures Post-War Market

JOHN H. VAN DEVENTER,
President & Editor, *The Iron Age*
("What War Is Doing to Your Post-war Markets")

Some people think that after the war is over we will go back to a period of normalcy, whatever that is. But if any of you believe that your future markets and the method of reaching them will be similar to those of pre-war vintage, he has another guess coming.

For war, on a scale upon which the world is conducting it today, is the greatest egg scrambler in existence. And when you scramble an egg, no one can unscramble it again, and the end result in no way resembles the original. . . .

In the industrial field, consider for a moment what has happened to your prospect lists. It can be conservatively figured that for every 1,000 new men going into our rapidly growing manufacturing industries, there will be 10 changes in executive positions. The factory manager will need a couple more assistants; the production engineers are moved upstairs; foremen be-


come department superintendents, and the purchasing agent, hired away by a competitor, is replaced by another. So it goes, some moving up, some moving in, and some moving out.

With 10 million new workers coming into our manufacturing industries, this means 100,000 changes in executive positions. 100,000 new acquaintances and friends to make! That is equivalent to ringing all of the doorbells in South Bend, Ind., or Utica, N. Y., and it's a job that has to be done some way or another by the industrial merchandiser who wants to do post-war business. . . .

I like to think of merchandising in all its branches, salesmanship, advertising and direct mail, as comparable to those great communication systems, the telephone and the telegraph.

When a disastrous storm blows down the poles and disrupts the wire services, the repairmen get immediately on the job. Contact must be maintained at any cost. When new communities are opened and new houses built, these wire services must extend their lines to link these communities with the rest of our great and small centers of population.

There is a thought in this for mer-



GET ME THE DOPE ON

ALL CITIES HIGHWAYS POPULATIONS TOWNS AIRLINES COUNTIES

WISCONSIN IOWA KANSAS UTAH

Under war-time restrictions you need locations, distances, transportation routes, populations—in a RUSH! All this and more you get *instantly* in

Cram's BUSINESS-MAN'S ATLAS of U.S.

Talks the Business-Man's Language



CRAM Scores Another First!

It's really a new idea. Designed strictly for the business-man's use—for eye-ease, time-saving, satisfactory results, the right answers. Technical details couldn't begin to convey what this Atlas really is. Briefly, it is size 12x15 inches—has loose-leaf binder with flexible imitation leather cover—240 pages all eye-ease treated. Contains what business men have told us they wanted. The price is only \$10.00 prepaid.

DESCRIPTIVE LITERATURE ON REQUEST

But you have to see the Atlas to know whether it will do the job for you and associates in your office. So confident are we of your glad acceptance that we ask the privilege of shipping you, charges prepaid, a copy for your examination. If you don't find that it is something that you need as a convenient, time-saving, eye-saving office reference, simply send it back. YOU BE THE JUDGE.

SEND NO MONEY—Just the Coupon
(or Use Your Own Letterhead)

THE GEORGE F. CRAM COMPANY, Inc.
Maps, Atlases, and Globes since 1867
730 East Washington St., Indianapolis, Ind.
Send me Cram's New Business-Man's Atlas of U. S. on 10-day examination basis.

Name.....
Address.....
City..... State.....

chandisers. They cannot afford to lose contact during the storm of war. Merchandising channels of communication must be kept open. They must be extended to the new communities that are being created almost overnight by the mass migrations of industrial populations. It will be too late to start these wires after the war is over.

How are we going to maintain and extend these important channels of communication today?

The answer is obvious. Certainly it is by maintaining contact with consumers, whether these be past, present or potential.

To this end, we must keep every major tool of merchandising sharpened and ready for business. This includes personal salesmanship, promotion of all kinds, including advertising and direct mail, and every other form of customer persuasion. It takes more selling and better selling today to make a customer keep wanting until he can get that which we can't give him today than it would to make him buy what we have if we had it. . . .

Today, the salesman must not only be a service man for his customers, but a scout for his company. He must be the leg man for future sales strategy



T. V. Houser

Resolution For '43—

To Hunt Sales In

Winston-Salem, N. C.

Sales and advertising managers will find Winston-Salem a "must" market for 1943 selling!

No "booms" but lots of steady growth and a number of "bonuses" in expanding industrial activity . . . growing agriculture and lots of ACTIVE folks able to buy the things you sell.

Winston-Salem has just completed one of the busiest years in its history. The tobacco market here paid out \$16,997,578.52 to growers who brought their "yellow gold" here—an average of \$39.44 per hundred pounds—and that's just one "bonus" of purchasing power that will be carried well into the New Year. Ask us about some more.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: **KELLY-SMITH COMPANY**

NBC—Radio Station WSJS—NBC



planning, the legionnaire for future market research and a surveyor of future roads for selling.

I would say that even though he does not now have to sell his products, he still has plenty to do. And if his superiors do not recognize this fact, they may find themselves with nothing to do after the war is over and the competitive scramble begins. . .

Industry Must Keep Promise of Better Goods at Less Cost!

T. V. HOUSER,
Vice-president in Charge of Merchandising, Sears Roebuck & Co.
("Merchandise Planning—Post-war and Otherwise")

I come to these conclusions in thinking about post-war planning.

1. No manufacturer has discharged his responsibility to the public until the lowered costs which machines give him are in turn given the public in the price of its finished goods, regardless of the successive manufacturing or distributing processes which follow.

2. In addition to further manufacturing efficiencies the wastes of traditional distribution must be minimized so that the public gets the full benefits in lower prices and better goods which private enterprise promises them.

Here is the test of our system. It has worked pretty well so far but not nearly so well as it could. Any manufacturer who interprets our American system as his right to be twice as big provided his competitor is half as big and the public no better off is sabotaging the principle of free enterprise. . .

3. When the manufacture of civilian goods is again resumed the firms which will survive will surely be those who have rid themselves of everything which might be termed non-essential.

SALES MANAGEMENT

LETTERS

We Are Corrected

Editor, SALES MANAGEMENT:

That was certainly a nice write-up you gave the *Wall Street Journal* on occasion of its 60th birthday in the December 1 issue of SALES MANAGEMENT, and I'm sure the space devoted to this important newspaper was well deserved.

I would like to take exception to one statement that appeared in the article. I quote: "Although President Roosevelt's reading of other major newspapers is done by his secretary, Miss Le Hand (as the *Saturday Evening Post* has pointed out), the President himself 'carefully scans' the *Wall Street Journal*."

Although I am a consistent reader of the *Saturday Evening Post*, I don't remember this particular reference to the President's newspaper reading habits. Whether the President does or does not read the *Wall Street Journal* himself is something I do not know, nor does it bear upon my exception. The statement that President Roosevelt's reading of other major newspapers is done by his secretary is not correct, at least in regard to *The Washington Post*. We have two definite pieces of evidence that the President reads *The Washington Post* himself, and that he reads it more than superficially.

In 1939 Mr. Roosevelt made a talk at Warm Springs, Georgia, in which he said, "I'll be back in the fall if we don't have a war." *The Washington Post* published an editorial discussing the meaning of the pronoun "we". At a press conference upon his return a short time after, the President referred to this editorial as expressing exactly what he had in mind, and in commenting on the remarkable way in which the editorial writer had caught his hidden meaning Mr. Roosevelt stated that this surprised him so much that, "I almost fell out of bed." This certainly sounded to everyone at the press conference as if the President had been reading *The Post* himself, and indicated that he was in the habit of reading it in the morning.

On May 27, 1941, President Roosevelt made an address to the nation in which he declared that a state of national emergency existed. *The Washington Post* reprinted this speech, the text of the declaration of the state of national emergency, and various articles which had appeared in *The Washington Post* commenting on the speech, in a booklet which was offered to the public in a small box in *The Washington Post*. Mr. Roosevelt tore out the *Post* advertisement offering the reprints of his speech, handed it to his secretary, Stephen Early (not Miss Le Hand), and asked Mr. Early to see if *The Post* would send him half a dozen copies of the booklet. This also seems to indicate that the President reads the *Post*—not just the editorials, but also the advertisements.

I don't want to take one ray of glory away from the *Wall Street Journal*, but I don't feel your statement regarding the President's non-readership of other newspapers should be allowed to go unchallenged so far as *The Washington Post* is concerned.

RAOUL BLUMBERG,
General Promotion Manager,
The Washington Post
Washington, D. C.

(Reference is to the *Saturday Evening Post* for January 8, 1938 and the paragraph referring to Miss Le Hand reads, "And she reads the papers—not merely the headlines, though she makes no pretense of studying the financial pages and she omits the *Wall Street Journal* which FDR so carefully scans, but she does reading he doesn't do in the billowing folds of New York and Washington papers.")

The Post-War Front

Editor, SALES MANAGEMENT:

I have been reading with interest your series of articles on Post-War Planning. I have hesitated to cut up the copies of the magazine itself so will you kindly send me the set of articles in reprint form which you mentioned in the issue of December 15 as being available.

I wish to take this opportunity of expressing my appreciation of the timely character of your current editorial content. Always abreast of the times, SALES MANAGEMENT right now is of particular help in presenting the current thoughts on war time selling and advertising. A knowledge of this current thinking is absolutely necessary for safe conduct of our sales and advertising policies. We old-timers, especially, cannot be guided by what we have learned in the past. The war has brought on an entirely new set of rules and unless we know what these rules are and abide by them we are not going to function intelligently or safely as advertising and sales managers.

This desire to keep abreast of the times is reflected in the increased readership of practically all trade and business publications. At no time in the publishing history has the editorial and advertising content of these publications rendered a greater service to business and industry and I believe that this fact is generally recognized.

FREDERIC I. LACKENS,
Advertising Manager,
The Hays Corp.
Michigan City, Ind.

Editor, SALES MANAGEMENT:

Please forward reprints of the six articles on Post-War Planning published in SALES MANAGEMENT. If possible, I would like to arrange to have future reprints on

NEWS ITEM: "U. S. Armed Forces Placed at Well Over 6,000,000 During 1943."

Q: Does that mean there are 6,000,000 fewer customers for the things that men buy?

A: No. . . . Men in the services continue their normal buying of nearly everything that they bought in civilian life. Many things they buy a great deal more heavily.

Q: What facilities have been provided for these 6,000,000 men to satisfy their wants while they are in uniform?

A: Service Camp Exchanges and Ships' Service Stores are available to all men in all branches of the armed services.

Q: Give me an idea of what these stores are like.

A: They are equipped with the most modern merchandising facilities, staffed by competent retail executives and sales forces. Sales volume in many of these stores is impressive—surprising to even experienced merchandising men and manufacturers.

Q: Say . . . this service man's market looks like something BIG!—How do I go about selling it?

A: POST EXCHANGE, the only trade publication that reaches all the buyers of all the exchanges and ships' service stores serving all branches of the armed forces will give you 100% coverage of this market . . . in the quickest possible time . . . at the lowest possible cost!

● Pay in the armed forces STARTS at \$50 per month. Approximately one-third of this money is spent each month in service camp exchanges, ships' service stores, etc.

● Go after your share of this tremendously profitable market today . . . while its buying habits are still in the formative stage. Write, phone or wire for details!



POST EXCHANGE

292 MADISON AVE. • NEW YORK, N. Y.

CHICAGO Harley L. Ward, Inc. 380 N. Michigan Ave.	ATLANTA Walter W. Meeks 19 Eleventh St., N. E.	ST. LOUIS Fred Wright Co. 915 Olive Street
SAN FRANCISCO Simpson-Reilly, Ltd. Russ Bldg.	LOS ANGELES Simpson-Reilly, Ltd. Garfield Bldg.	

106,828

1940 Population of
GREATER
JOHNSTOWN
PENNSYLVANIA

• • •
Virtually Complete Coverage of the Entire Trading Area — 345,869 — is Afforded Only by the

**TRIBUNE
AND
DEMOCRAT**

Is The Straight Commission System for Salesmen Doomed?

The Editors of **SALES MANAGEMENT** announce a five-star feature article on salesmen's compensation, to appear in the next issue.

It's sound—and it's highly controversial. Watch for it, read it, and if you'd like to join the argument that will follow it, be sure your letters will be welcome.

The Editors.

post-war subjects. . . . The series has been very educational and helpful in our work.

GLENN THOMPSON,
*Merchandising Research Division,
Edison General Electric Appliance Co.
Chicago.*

Editor, SALES MANAGEMENT:

In the December 15 issue I notice you are offering reprints of the six articles published on Post-War Planning. Since we are interested in Post-War Planning and are carefully studying the trends we would greatly appreciate it if we could have twelve copies of the articles that have appeared to date. . . .

W. F. SWITZER,
*Manager, Marketing and Organization Dept.
Frigidaire Division,
General Motors Corp.
Dayton, Ohio*

Editor, SALES MANAGEMENT:

The December issue . . . of **SALES MANAGEMENT**, states that reprints of all the articles on Post-War Planning may be had from you. . . . We would like to have the complete series.

PAIGE D. L'HOMMEDIU,
*Assistant to the President,
Johnson & Johnson
New Brunswick, N. J.*

Editor, SALES MANAGEMENT:

On page 22 of your December 15 issue you state that reprints of the six articles on Post-War Planning, appearing in recent issues, are available. Will you kindly mail me two sets?

M. A. SPAYD,
*Executive Vice-President
and General Manager,
Standard Register Co.
Dayton, Ohio*

(So heavy has been the demand for reprints of **SALES MANAGEMENT's** series of Post-War Planning that stocks of some of the articles are now depleted. More will be available soon. Meanwhile, to others who have sent in requests that have not yet been filled, we counsel a week of patience. Among the hundreds of companies whose executives have requested reprints—up to as high as fifty sets—are: American Rolling Mill Co.; American Screw Co.; Bristol Co.; Charles P. Cochrane Co.; Crane & Co.; E. I. Du Pont De Nemours & Co.; Electric Storage Battery Co.; Gardner Advertising Co.; General Printing Ink Corp.; Goodyear Tire & Rubber Co.; Graybar Electric Co.; Hamilton Watch Co.; Harvard University; Hood Rubber Co.; Kendall Mills; Michigan Alkali Co.; Morning Milk Co.; Ohio Boxboard Co.; Padco, Inc.; Procter & Gamble Co.; Ralston Purina Co.; Servel Inc.; Sponge Rubber Products Co.; Standard Register Co.; Union Oil Co. of California; United States Steel Export Co.; Westinghouse Electric & Mfg. Co.—The Editors.)

Progress Report

Editor, SALES MANAGEMENT:

Shortly after we held our first Lee Advisory Council meeting in the Fall of 1939, a representative of your magazine called asking us to explain our plan of operating our Merit System Contest, which produced our Advisory Council.

In your January 1, 1940, issue you published an article on this subject, which brought a great many inquiries and comments from different sales managers, some of whom predicted the idea would die out after the first year, while others asked permission to use it. Naturally, we told the

latter group we had no objections and would be happy if they found the plan helpful to their business.

A year later one of your representatives again called, interviewed our Advisory Council members, and again you published an interesting article on the same subject in your February 1, 1941, issue, which article brought more inquiries from sales managers.

We just recently held our 4th Annual Advisory Council meeting, (names of members on upper right hand corner of this stationery) which you will note was written up in the *Daily News Record* of December 11. We are pleased to state our plan has not only been successful, but each year it has done a better job of improving our men's efficiency, administrative, and sales ability and has helped make better balanced business men of every one of our 135 salesmen, which was and still is the purpose back of the idea.

So many different people at the outset told us a ten months' contest was not practical and would not work, so we are rather proud of the fact that our Advisory Council idea has succeeded far beyond our own expectations.

In view of the two articles you published on this subject, we thought you might be interested in knowing that we now regard our Advisory Council as a very important factor in our business.

C. A. REYNOLDS,
*The H. D. Lee Mercantile Co.
Kansas City, Mo.*

(The articles Mr. Reynolds refers to in the January 1, 1940, issue and the February 1, 1941 issue, "How Can We Inspire Salesmen to Do a Better All-Around Selling Job?", and "9 Out of 10 Lee Men Increase 1940 Sales Under Honor Award Plan", would bear re-reading by companies that are now programming the re-building and re-training of their sales forces for the post-war period.—The Editors.)

More About Hottentots

Editor, SALES MANAGEMENT:

Your editorial in the current issue on the "Milk for the Hottentots" question is one of the finest, clearest, sense-making statements on an important question that I have ever read. Personally, I hope that every member of the NAM reads it.

In fact in my enthusiasm for this article I passed over without the slightest trace of annoyance the slight typographical error way back in the book where you gave the boys upstairs in *Life* credit for being first in pages last year. Actually, *Time* won out by a margin of 17!

Again every congratulation to you for this magnificent contribution to the kind of thinking which must prevail if the peace once won is going to mean anything.

D'ORSEY HURST
*TIME Magazine
New York City*

(Mr. Hurst refers to the comment in *Significant Trends*, **SALES MANAGEMENT**, January 1, 1943, in which Executive Editor Salisbury took issue with a statement made by William P. Witherow, retiring president of the NAM, before the recent meeting of that organization. Best "further explanation" of the Hottentot argument was made by incumbent president of NAM, F. C. Crawford, before last week's Boston sales management conference.—The Editors.)

SALES MANAGEMENT

Fram Plugs Tractor Care; Will Introduce New 'Victory Cartridge'

EMPHASIZING conservation instead of merchandise, Fram Corp., East Providence, R. I., is launching a Tractor Conservation Crusade to induce farmers to take proper care of their equipment. Basis for the promotion is that farmers henceforth must produce more food products, with fewer hands and with existing equipment. Because in most cases new tractors and farm equipment will be difficult to obtain, the company is taking this means of informing farmers about proper care of their present equipment and also of keeping alive a consciousness of the company's products.

Fram Corp. came into being six years ago, upon the merger of Fram Oil Filter Co. and Fleming Manufacturing Co. It is now said to be the world's largest manufacturer of oil filters. In pre-war days, the filters were standard equipment on a number of well known lines of automobiles, tractors, trucks, and stationary engines.

While the civilian market has largely disappeared, it has been succeeded by the market for filters for use on government vehicles such as jeeps, trucks, passenger cars, and tanks. The company's largest volume, however, always has been in replacement sales made to motorists, fleet operators, farmers, and other motor users, sales being made through repair shops, service stations, car dealers, and farm equipment dealers. It is this replacement market that Fram now emphasizes.

The Tractor Conservation Crusade, as described by T. H. Belling, vice-president and general manager, centers around a 10-page handbook which Fram has published to tell farmers about conservation. Divided into five sections, 1. it tells of the necessity for tractor care; 2. illustrates eight common troubles caused by neglect and abuse; 3. provides a detailed check list subdivided into daily, weekly, 200- and 500-hour, seasonal and periodic motor checkups; 4. gives factual information about Fram oil filters and replacement cartridges; and 5. urges the farmer to sign an enclosed pledge that he will henceforth take proper care of his equipment. Upon taking this signed pledge to an authorized TCC implement and tractor dealer, the farmer is given a red, white and blue decalcomania for his tractor, thus establishing himself as a volunteer in the conservation crusade. And thus the actual contact between farmer and

dealer is efficiently brought about.

According to Mr. Belling, hundreds of thousands of these tractor books will be distributed. The book is offered free, upon request, in half-page advertisements in *Capper's*, *Country Gentleman*, *Farm Journal* and *Successful Farming*. The crusade is also advertised in full pages in *Farm Implement News*, *Implement & Tractor* and in Tractor Section of *Motor Service*.

Ads Emphasize Conservation

Handbooks are distributed to franchised dealers, 25 being provided free and additional copies at nominal cost. Kits to dealers and dealer salesmen include, in addition, an identifying TCC marker, display materials, and a catalog plus prices and specifications.

The second part of Fram's 1943 program will start in February when an alternate schedule of half pages in color will start in *Life* and *Saturday Evening Post*, emphasizing an important conservation value under the caption "Fram—Mighty Weapon in the

War on Waste," and announcing the new Fram "Victory Cartridge." Replacement cartridges have always used metal containers. For a year and a half Fram engineers, anticipating an eventual shortage of metal, have been experimenting with substitute materials, as a result of which a cartridge has now been developed and tested which uses a special paper composition. Its main value lies in the fact that it uses no critical materials and therefore is exempt from present manufacturing limitations.

The victory model is said to operate as efficiently and to last as long under actual tests as does the cartridge in the metal container. Under continual contact with hot oil, the paper composition toughens. In the near future when conversion is completed, approximately 65% of Fram's production will be in this model, and it will continue to be consumer-advertised throughout the year. Advertising is handled by Van Sant, Dugdale & Co., Inc., Baltimore.

Both phases of the Fram program are being explained in a 60-day schedule of meetings being held throughout the country. First to be reached will be the company's 19 district managers and its 32 field managers. These men in turn will hold meetings of distributors and distributor salesmen.

AKRON SHOULD TOP YOUR ADVERTISING LIST FOR 1943

Despite the report that certain phases of business suffered the effects of priorities, figures released by the Treasurer of the State of Ohio show that Akron retail business for the year of 1942 far exceeded 1941.

Total prepaid sales tax receipts up to Dec. 19, 1942, compared with the same period in 1941, show an increase of \$11,475.10 for Summit County (AKRON) against a total loss for the State of Ohio of \$6,031,475.66. This is a substantial gain in the face of tax losses suffered in the automotive and

other large ticket item classifications that have been affected by the war.

Here is an expanding market to be placed at the top of your 1943 advertising list. With each new day Akron's population is growing . . . new employment and payroll records are being set.

Keeping pace with Akron's increasing population is the circulation of the Beacon Journal, which assures you of complete coverage of this free-spending market at one low cost.

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

On the Wartime Sales Front

Auto Dealers Dig In

More than 72% of America's 36,000 automobile dealers have fortified their positions, and in spite of heavy losses suffered since Pearl Harbor, expect to stay in business for the duration. That's the conclusion drawn from the results of a cross-section survey conducted by Joseph W. Frazer, president of Willys-Overland Motors, Inc., who estimated that the mortality rate among auto retailers during the past year—based on reports from the 48 states—has been slightly more than 10%. The poll covered large metropolitan dealers whose normal volume was several hundred cars a month, as well as small dealers turning over ten or less vehicles in that period.

Of the 28% who may not survive the war, less than 8% definitely plan to close their doors before hostilities cease. The other 20% are merely doubtful of their ability to continue in business for the duration. The findings contrast sharply with widespread opinion a year ago that by the end of 1942 at least one half of the dealers in the country would be out of business, and that the rest would be ready to "throw in the towel." Instead, on the basis of this survey, approximately 26,000 dealers should be carrying on at the same stand when the war is over.

The canvass showed that dealers answering the questionnaires have sold nearly 15% of their 1942 stock under rationing regulations, and that this business, coupled with revenue received from service, used cars, and other sidelines, has enabled them to keep their shops open. Among retailers canvassed, new car sales were the heaviest in the highly industrialized State of Michigan and in the District of Columbia, where 58 and 59% of the 1942 models were moved. Answers to the questionnaires indicate that more than 30% of the dealers' stocks of used cars is concentrated in the States of Pennsylvania, California and New York.

Many dealers have turned idle lathes and other machine tools in their shops to war work, but others have strayed far from the automobile business in their attempts to keep their shops open. One man has invented a device which automatically blows a horn when someone tries to steal a tire; another is selling air raid sirens, and has outfitted his service trucks as traveling demonstrators; a third is selling harness equipment. A number of dealers in farming areas have become agents for dairy and poultry feeds, and farm machinery. Others are converting their showrooms into restaurants and night clubs. A dealer in Connecticut who formerly employed 30 workers, now has 50 additional people engaged in the production of precision tools, gauges, and parts for aircraft.

General Electric Co., Plastics Division, Pittsfield, Mass., reports that it is now making 1,000 different plastic parts for every battleship launched.

Post-War Now!

Crown Cork Co., Baltimore, has taken the question of post-war orders by the horns, and announces that it will accept orders now for post-war delivery on CEM bottling machines. An ad in the *Bottler's Gazette* states that Crown is "accepting orders simply for the purpose of establishing sequence of shipment whenever peace returns . . . no prices, terms, etc., can be quoted." . . . Pennsylvania Rubber Co., Philadelphia, is one of the first companies to advertise a new post-war product, the Pennsylvania Silent

Vacuum Tire. The tire is the result of an ingenious new principle combining maximum non-skid qualities with silent operation. The new design was perfected and ready for introduction just at the moment Pearl Harbor stopped all plans for marketing civilian automotive products.

Armour & Co., Chicago, has published a booklet, "Food for Freedom," describing the meat packing industry's contribution to the war program.

Salesmen and Dealers for Victory

The past months have witnessed the conversion of dealer and sales departments to win-the-war organizations. Salesmen and dealers have joined with production workers in turning out materials for victory. . . . The Footwear Division of United States Rubber Co. is conducting an eight-weeks' intensive school designed to train salesmen for supervisory jobs in factory war production for "the duration." The idea for the school came when shortage of rubber curtailed civilian merchandise production and large-scale war effort demanded more and more trained supervisors and foremen. Attendance at regular foremen's and superintendents' meetings, individual personal conferences, and written reports on factory assignments, all form a part of the training that helps orient salesmen to their important new work. . . . James H. Carmine, vice-president, Philco Corp., reports that the active support of Philco's dealer and distributor organizations has been largely responsible for Philco's contribution to the war effort. One of Philco's outstanding war activities is its signal corps training school, planned and manned by the service and engineering personnel. The school is instructing thousands of technical men, including many of Philco's own salesmen and service men, as well as former dealers, in the installation, maintenance, and operation of air-borne radio equipment. These men, with their first-hand knowledge of the new war developments in the field of electronics, will return to civilian life fully prepared to perform a vital service in the introduction of peacetime products embodying these new principles and discoveries.

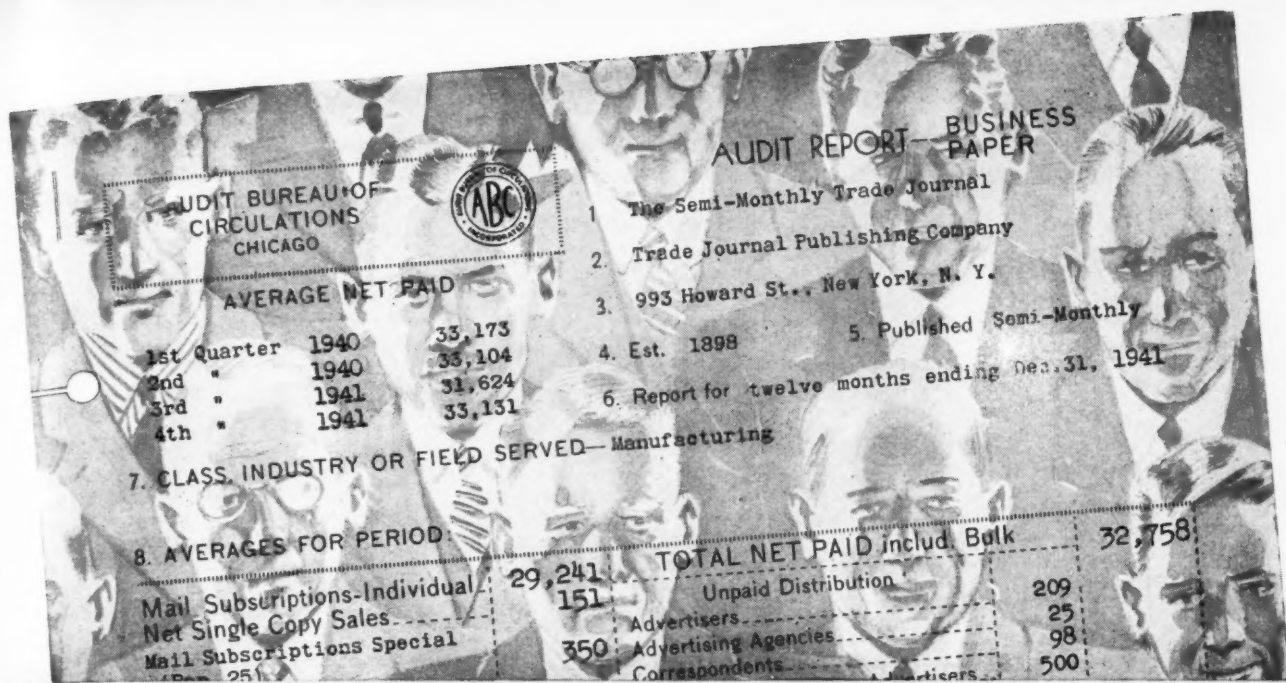
Libby, McNeil & Libby, Chicago, has produced a striking colorful new series of wartime posters on the subject, "Food Fights Too."

Brief but Important:

Bauer & Black, division of The Kendall Co., Chicago, has developed a much needed substitute for sponge rubber. The new synthetic sponge rubber is made of lincolic acid, a derivative of vegetable oils, and was discovered by Dr. H. M. Strong and Dr. Marguerite Naps, as a result of research work done in the B & B research laboratories.

Hart Schaffner & Marx, Chicago, will re-enter the women's wear field with a spring line of sport coats, suits, and slacks, stressing mannish models. Twice before in its long history, this widely known maker of men's clothing has manufactured for the women's trade.

A. P. W. Paper Co., Inc., Albany, N. Y., has announced to its customers that it intends to practice as well as preach conservation of transportation facilities, and that henceforth, it will not accept orders for A. P. W. Jr. toilet tissues west of the Mississippi River and farther south than Virginia and Kentucky.



Advertisers—See what you buy!

Candid camera-like views of readers, publishers' selling methods and distribution of publications help space buyers protect advertising investments.

TO careful space buyers an A.B.C. circulation report is like a set of action photographs. Figuratively, every paragraph is a picture of the facts and methods that have a bearing on the value of the circulation to the advertisers' business.

Here is some of the information that the buyer of business paper advertising is able to visualize with the help of A.B.C. reports:

In Paragraph 8 he sees a picture of an interested audience—the total paid circulation. Paragraph 10 shows the same audience in groups classified by business or occupation. By means of Paragraph 11, the advertiser sees the circulation by States or Provinces and is thus able to check the distribution of his sales message with his markets. Paragraphs 15, 16 and 17 give a picture of the publication's sales methods and show how

the circulation was obtained. Paragraph 21 shows the subscribers who are in arrears. Subscribers who renew their subscriptions are seen in Paragraph 22. These are only the high spots in the complete circulation picture that is presented in every A.B.C. report.

In these reports the buyer of advertising also visualizes the experienced A.B.C. auditors making a thorough, annual check of publisher's circulation records, the advertiser's assurance that he will get what he pays for. Apply media to markets accurately and economically and protect advertising investments by using this up-to-date and see-what-you-buy method of media selection.

This business paper is a member of the AUDIT BUREAU OF CIRCULATIONS. Ask for a picture of our circulation as shown by our latest A.B.C. report.

SEND THE RIGHT MESSAGE TO THE RIGHT PEOPLE

Paid subscriptions and renewals, as defined by A.B.C. standards, indicate a reader audience that has responded to a publication's editorial appeal. With the interests of readers thus identified, it becomes possible to reach specialized groups effectively with specialized advertising appeals.

Sales Management

Member of the Audit Bureau of Circulations  Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

Media & Agency News

Cold Facts on Outdoor

What have been the effects of war on outdoor advertising? Does outdoor advertising still deliver acceptable market coverage? Can outdoor advertising still reach effectively the great mass of present and potential consumers—sell them ideas, services, goods or goodwill?

The answer to the first question was made by Foster & Kleiser Co., operator of outdoor advertising plants throughout California, Oregon and Washington, by presentation to advertisers and agencies in the early Summer of 1942 of a thoughtful study, "Wartime Evaluation of Outdoor Advertising on the Pacific Coast." This analyzed the picture as it was at that time. In the intervening months, this research has been continued. It has resulted in the uncovering of unusual information which is incorporated in their current imposing study which gives the answer to questions two and three.

Actual Figures Are Given

Graphically written in question and answer form, illustrated with a dozen and a half maps and charts, the presentation gives for the first time facts that will startle many advertisers. Physically, the presentation is something of a masterpiece. In size it is twenty-two inches wide by seventeen high, with quarter-inch thick board covers that permit it to stand up on a desk while the eighteen pages of poster-simple copy are turned. It is printed in widely-spaced type, with maps and charts in blue and red.

On the cover Foster and Kleiser Co. boldly states its position that outdoor advertising is "wartime's most potent selling medium on the Pacific Coast." The copy and maps then set out to show why this is so. Admitting that this statement "takes in a lot of territory," implying "dominant market coverage," they immediately meet their first hurdle, the question: "Have wartime conditions, tire and gasoline rationing, for example, adversely affected outdoor advertising?"

The answer is: "No, outdoor advertising reaches more people today on the Pacific Coast." A complete analysis follows, beginning with war workers. Why war workers first? "Because war workers (and families) in 1943 will constitute the heavy majority of U. S. civilians." A chart on the opposite page compares 1941 and 1942 industrial employment figures for men and women with estimates for 1943 and concludes that "war industries by 1943 will have absorbed the astounding figure of twice the personnel engaged in all manufacturing in 1940; or almost half the total number of U. S. citizens employed in every occupation including agriculture in 1940."

These figures are for the entire nation. How does this war production affect the Pacific Coast? "The effect on the Coast is much sharper than in the U. S. as a whole," the presentation shows, "because the Pacific Coast with 7.4% of the total U. S. Population has 13.35% of total U. S. War Production . . . almost double the ratio for the rest of the country."

The next page shows that the Coast has had a tremendous population increase. "California alone has increased by 906,613 (13%) since the 1940 census;" some Coast cities "have more than doubled;" while "Pacific Coast industrial payrolls, September, 1942, were three and one-half times those of September, 1940." (Sources for all facts and figures are given.) "Adding to this impact of the war on the Pacific Coast market is the presence of unusually heavy concentrations of military and naval personnel on this strategic coast."

The presentation then takes up the matter of coverage of war workers by outdoor advertising. Drawing on a study of over 250,000 workers in California industries made by the California Railroad Commission in 1942 for use by them and by the W. P. B. and other government agencies, a map is given of the City of San Francisco marked off into districts. Large figures in each of these districts show the home origins of 13,339 war workers employed at a single war industry on one of the eastern outskirts of the city (known to San Fran-

ciscans but not indicated on the map for obvious reasons). The presentation shows that the 13,339 workers in a typical plant "live in an even 'spread' throughout the entire city, with a representative number coming from out of town" and "to get to work they daily travel all the main arterials of the city—are constantly exposed to Outdoor Advertising."

A similar map for 3 war plants in South San Francisco (locations of the plants not shown, of course) illustrates the home sources of another 9,049 workers, again indicating the exact number in each district. A third map makes the same kind of study for 51,289 war workers in Los Angeles, and further tells what proportion drive their own cars, ride in the automobile of another worker, use the public transportation systems, or walk to work. Map Four gives the same set of specific facts for the Long Beach area and covers 23,021 war workers; Map Five shows where 36,974 San Diego war workers travel from to reach their jobs.

Reaches War Workers

The presentation states: "These essential workers must and will continue to travel according to this pattern," that "no other medium has such an opportunity to tell and sell these highly paid workers as outdoor advertising," that "all the way, every day, all of these workers are exposed to dominant outdoor advertising." Summarizing, five points are made:

1. Homes of workers are widely distributed throughout California cities—most of them miles from war plants.
2. These essential workers must travel outdoors daily over the main arterials of their cities to and from their work.
3. These workers, on day shift, swing-shift, graveyard shift—make up a steady traffic stream moving frequently through each city.
4. This traffic must continue. It is vital to our war production.
5. These workers in their daily outdoor travel are completely and continuously exposed to outdoor advertising impressions.

The next page points out that the same traffic conditions prevail in Seattle, Tacoma, Portland "and other coast war production centers . . . bulging with people"; and that all this travel "must continue."

For those primarily interested in women, the presentation shows that "more women are outdoors and exposed to outdoor advertising than ever before," that "more women fall into the worker class than ever before"—6,000,000 of them in war industries alone by 1943, or one-third of the total number of workers in war plants. "With the 2-to-1 ratio of war work on the Coast, this condition will be intensified here."

Under war conditions, the study estimates, "more than half of all women may be expected to be in the working group." At the same time "patriotism will call most non-working women into some war service activity," taking them out of their homes to a far greater degree than in normal times (illustrated by map of war service centers), while "necessary shopping and recreation will require that the remaining women (and the other two groups, also) be outdoors frequently; . . . with more money than they have had for years, they will find ways and means to do both district and downtown shopping, to get to theaters and other recreation," and so all women will be exposed to Outdoor Advertising, which "sells them when they are on their way to buy."



E. K. Everett, eastern manager for Foster & Kleiser, beams as he uses the breakdown of the Los Angeles area as a sales clincher.



SALES MANAGEMENT Helps Advertisers Keep a Finger on the Nation's Shifting Income

When the people you want to sell — company officers, sales and advertising executives — know where the big money's going, they know where to advertise.

Sure, it's shifting to certain sections—but selective advertising is a matter of gauging the flow to each section, establishing comparative rankings, measuring gains from month to month . . . in a word, determining *which are the best markets for today's advertising.*

During 1942, requests for income and spending data received in the SALES MANAGEMENT office broke all previous records . . . reflecting

unusually high interest in SM's monthly forecasts of retail sales volume in more than 200 large cities, SM's Annual Survey of Buying Power and the October 10 interim supplement to the Survey.

In '43 the clamor will hit a new high as unprecedented drafts of manpower scramble the income and population picture. Advertisers and marketers know SALES MANAGEMENT does a thorough sleuthing job on the money that goes into pay envelopes and retail cash registers.

Your advertising in SM will reach these men when and where they're looking for advertising guidance.

Sales Management

386 FOURTH AVENUE, NEW YORK, N. Y.



Mr. Cone's photograph by Moffett Studios

Messrs. (l. to r.) Foote, Cone & Belding. They caused a furor.

The study covers also men in non-war work, students, school children; suggests that "Most Pacific Coast people, both men and women, will be essential workers and therefore essential traffic in 1943. They must and will continue to move actively over the wide reaches of Pacific Coast cities." A preliminary conclusion is that "there are more people outdoors on the Coast than ever before."

Four large maps of California centers then demonstrate that "complete coverage" of Foster & Kleiser Co. outdoor advertising facilities with exact figures on the numbers, kinds and locations of the various outdoor displays in relation to traffic and transportation. Two additional pages give facts, figures, photographs and maps in proof of the contention that "Outdoor Advertising Coverage is 'Point-of-Sale' Coverage" (specifically in relation to food, drug, beer and wine, soft drink, candy and tobacco outlets); and that "Outdoor Advertising is Flexible Coverage" with a display to "fit every budget" . . . "in the large Coast cities, Foster & Kleiser Co. provides 15 intensities of poster showings."

The final conclusion of the survey is summed up in the four points below:

1. Most Pacific Coast people will be essential traffic in '43. They must and will continue to move actively over the wide reaches of Pacific Coast cities.

2. All Pacific Coast people—war workers, non-war workers, service men, women in service organizations, home-makers, students—must continue to be an active part of the daily traffic stream. The reasons: the need for expanding war production and service activity; the need for maintaining civilian business and industry; the need for shopping and recreation; the need for traveling far greater distances for normal living activities in this "natural outdoor market."

3. With the 2-to-1 ratio of war work on the Pacific Coast (twice the war production of remainder of U. S. on the basis of population) and record population increases—there are more people outdoors on the Coast than ever before.

4. Outdoor advertising is "the natural medium" to cover this prosperous customer movement. (The preceding maps prove this.) It is "wartime's most potent selling medium on the Pacific Coast." The presentation closes with the invitation: "Let us custom-tailor an outdoor advertising plan to your exact needs and budgets for '43!'"

Cyril Wright, Foster and Kleiser Company's sales promotion manager, says "the outstanding acceptance of this study by advertisers and agencies indicate the value of the facts it sets forth."

Lord & Thomas Becomes Foote, Cone & Belding

Lord & Thomas ended a 70-year advertising agency career on December 31, with retirement of Albert D. Lasker, and Foote, Cone & Belding started operations as its successor.

Emerson Foote, at New York, Fairfax M. Cone, at Chicago, and Don Belding, at Los Angeles—all executive vice-presidents of Lord & Thomas—are the principals of the new agency, which will serve all but one of the L. & T. accounts, and which plans to retain L. & T. offices and personnel. The exception among accounts is Radio Corp. of America, from which Mr. Lasker resigned in December.

Mr. Foote has been elected president; Mr. Cone chairman of the executive committee, and Mr. Belding chairman of the board. Other officers will be named at a meeting in Chicago on January 16. Eugene I. Harrington will manage the San Francisco office.

Foote, Cone & Belding begins with annual billings of more than \$20,000,000. Among its 51 accounts announced on January 7 are American Dairy Association, American President Lines, American Tobacco, Armour & Co., Blue Network, California Fruit Growers Exchange, Cities Service, Commonwealth Edison, Frigidaire, International Cellulose, Kimberly-Clark, Lockheed Aircraft, Montgomery Ward, NBC, New York Central, Pepsi, RKO Pictures, RKO Theaters, Schenley Distillers and Southern Pacific.

George W. Hill, president of American Tobacco, largest of the list in billings, issued a statement saying that "We will continue to place our advertising with the young men Mr. Lasker has trained."

As heads of large agencies go, they are young men. Emerson Foote is 36. He started in advertising with the Leon Livingston Agency, San Francisco, 12 years ago; was partner in a western agency, and then joined J. Stirling Getchell, Inc., in New York. He has been with L. & T. for four years, largely on the American Tobacco account.

"Fax" Cone is three years older. He worked for the art department of the San Francisco *Examiner*, and then went into copywriting with the San Francisco office of L. & T. In 1939 he became manager of that office, and in 1941 went to New York to take charge of all creative work. In November, 1942, he was made general manager in charge of Chicago operations.

Don Belding was born in Oregon, in 1898, worked his way through the University of Oregon, became a telegraph operator, and then ran a daily newspaper. After service in World War I, he got a

job as office boy with L. & T. at Los Angeles. He moved from this to space buyer, copy writer, and then account executive. In 1938, when Don Francisco went East to become president of the agency, he became vice-president and general manager at Los Angeles. Three years later, he was made one of the firm's three executive vice-presidents.

Agencies

The new year has brought a lot of agency appointments, some of them involving "war baby" products. Standard Brands, for example, appoints Ted Bates, Inc., for Stams, multi-vitamin and mineral tablets and Stan B complex tablets; J. Walter Thompson Co., for Sted cereal beverage, and Kenyon & Eckhardt for Fleischmann's B vitamins yeast tablets. . . . Quaker Oats Co., names Sherman K. Ellis & Co., for Aunt Jemima dehydrated soups.

Kelly-Springfield Tire Co. and Allis-Chalmers Manufacturing Co. appoint Compton Advertising, Inc. . . . Ruberoid Co., roofing and building products, to Ferry-Hanly Co. . . . Robert Reis & Co., men's wear, to Ruthrauff & Ryan. . . . Anthracite Industries, Inc., to N. W. Ayer & Son. . . . R. M. Hollingshead Corp., automotive, household and industrial products, to Aitkin-Kynett Co., Philadelphia. . . . Mystic hand lotion and hand cream of Affiliated Products, Inc., to Erwin, Wasey & Co. . . . Calco division of American Cyanamid Co. to J. M. Mathes, Inc., for dyestuffs and intermediates. . . . Richard Hudnut, Inc., to Kenyon & Eckhardt for Richard Hudnut salon and Du Barry Success School. (G. Lynn Sumner continues to handle Du Barry home success course.) . . . Guild of California Dons, a group of 10 California men's sportswear manufacturers, to Hillman-Shane-Breyer, Inc., Los Angeles. . . . Santa Fe Trailways Bus System to Calkins & Holden, Chicago office.



Charles H. Pinkham becomes vice-president and chairman of the plans board of Erwin, Wasey & Co.



Bruno W. Randolph joins Kleppner Co. as a member of the firm.



George Laflin Miller is elected a vice-president of Doremus & Co.

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ENT

Milford J. Baker and Frank Fagan are elected vice-presidents and account supervisors and Hubbell Robinson named associate director of radio for Young & Rubicam. . . Charles H. Pinkham becomes vice-president and chairman of the plans board of Erwin, Wasey & Co. . . Bruno W. Randolph, recently vice-president of J. Stirling Getchell, Inc., joins Kleppner Co., New York, as a member of the firm. . . George Laflin Miller in charge of general accounts at Doremus & Co., New York office, is elected a vice-president. . . Harry M. Coleman, publicity director, becomes vice-president in charge of public relations with MacFarland, Aveyard & Co., Chicago. . . John A. Mullen, head of radio commercials at Benton & Bowles, becomes a vice-president of Benton & Bowles. . . Elizabeth Denelt Eyerly, account executive, is elected vice-president of Botsford, Constantine & Gardner, Pacific Coast agency. . . Carl F. Ohliger is now a vice-president of McCann-Erickson, at San Francisco.

Carlo DeAngelo is named radio director of Marshchalk & Pratt, New York. . . Lawrence S. Staples, from Ferry-Hanly Co., Kansas City, is now an account executive with Gardner Advertising Co., St. Louis. . . Joseph G. Jowaisas, from J. Stirling Getchell, Inc., becomes art director of Joseph Katz Co., New York office. . . Earle Steiert is named art director of Richard A. Foley Agency, Philadelphia. . . M. L. Gowans, from McCarty Co., joins Darwin H. Clark Agency, Los Angeles, in charge of technical and industrial accounts. . . Hans Sauer is appointed executive art director at Lennen & Mitchell.

Newspapers

Newspaper news at the year's start was good. . . Advertising lineage in annual business issues published this month generally was larger—in some cases 30% or more—than a year ago. . . *Editor & Publisher* found that circulations of both daily and Sunday newspapers reached all-time high marks in the six-month period ended last September 30. The dailies gained 2.37% and the Sundays 7.15% from the same period of 1941. . . The gains were made despite a lot of subscription and newsstand price increases, which continue. Four Chicago newspapers, for example, increased prices 1 cent a copy this month.

Bureau of Advertising, American Newspaper Publishers Association, reports in a study, "All This and Economy Too," that unit cost in all daily newspapers in continental United States and Canada is less today than in 1939. A 5,000-line campaign in all the 1,883 U. S. and Canada weekday papers, for example, would cost \$672,467 today, or \$2.97 per line per million circulation, as compared with \$3.15 per line per million in 1939. Data are shown for 5,000-, 10,000- and 20,000-line campaigns in all weekday papers, with breakdowns for geographic regions and for cities of various population groups.

In recognition of the part newspapers are playing in the prosecution of the war, National Association of Publicity Directors gives an award to Henry D. Doorly, Omaha *World-Herald*, and Richard W. Slocum, Philadelphia *Evening Bulletin*, for their work in the recent national scrap metal drive.

Columbus *Dispatch*, Kansas City *Star*, Milwaukee *Journal*, Omaha *World-Herald*, San Antonio *Express-News* and Toledo



"What'll you have, Harry, that stuff you used to sell or something good?"

Times are added to the list for "Buy-Lines by Nancy Sasser," weekly sponsored column. Forty newspapers now carry it.

Vernon Brooks is appointed advertising director of the New York *World-Telegram*, succeeding Fred Williamson, resigned, and Edwin T. Burke succeeds Mr. Brooks as national advertising manager of that paper. Both Mr. Brooks and Mr. Burke have been with the *World-Telegram* for 12 years.

Irwin Maier, for the last three years business manager of the Milwaukee *Journal*, has been appointed publisher, succeeding the late Leonard L. Bowyer. Donald B. Abert, formerly manager of the *Journal's* station WTMJ, and recently assistant business manager of the newspaper, becomes business manager.

Charles J. Boyle, executive vice-president, retires from Paul Block & Associates. . . Gilbert Victor, for the last six years promotion manager of *Printers' Ink*, joins the research and promotion staff of the Bureau of Advertising, American Newspaper Publishers Association, succeeding Charles Parker Hammond, now with NBC.

. . . Don U. Bridge, former advertising director of New York *Times*, becomes advertising consultant to the War Savings Staff. . . Frank E. Rutledge and Elbridge B. Foskett join the national advertising staff of the New York *Post*. . . Nick Freyberg is appointed local advertising manager and Harry McNally classified advertising manager of the New York *Mirror*.

Effective January 1, general New York city newspapers are accepting radio program advertising, whether from retailers or others, only at the general or national advertising rate.

In two special church editions preceding Christmas, Minneapolis *Star Journal* carried a total of 4,500 lines of announcements, from 170 churches.

Magazines

Office of War Information publishes the first issue of *Victory*, to be issued every two months. Starting in March, publication, distribution—and advertising—will be handled under an agreement with Crowell-



WPTF

NBC
50,000 WATTS

RALEIGH, in the Center of North Carolina

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives

Collier Publishing Co. The advertising, limited to less than 25% of total content, will "provide an avenue," says OWI, "by means of which the American business community may tell the world how American industry is geared to the war effort." Victory will be, it is said, the first Government publication to carry advertising.

Victory will be "mainly pictorial and is intended to counter enemy propaganda by showing the character of America, its war aims and the magnitude of the American war effort." Its circulation will be about 550,000 copies an issue. It will be distributed free to other countries, and will not be offered here.

Although *Life* led all magazines in total advertising lineage in 1942, "*Time* led everybody else," reports Nicholas Samstag, *Time* promotion manager, "in the number of advertising pages."

"To conserve paper and transportation facilities," *Harper's Bazaar* eliminates its March 15 issue and hereafter will publish 12 issues a year.

George E. O'Connor, from *Southern Agriculturist* takes charge of media sales promotion and Miss Marian McAllister, from *Philadelphia Evening Bulletin*, becomes associate sales promotion manager of Dell Publishing Company. . . Gilbert E. Mott is appointed promotion manager of *Esquire*, succeeding Frederic A. Birmingham, who joins OWI. . . Lewis M. Russell, from Macfadden Women's Group, joins Hillman Periodicals, Inc., as vice-president in charge of advertising. . . Morton L.

A Message to Newspapers, Magazines, Radio Stations and other Sellers of Advertising.

Is your BOOKLET DISTRIBUTION on the Beam?

• We're not referring to the subject matter, format and artwork . . . though, in a way, we are, since a good promotion piece deserves bulls-eye effectiveness throughout its entire distribution.

• Before you get into production on your next booklet ask for SALES MANAGEMENT's two-way formula that cuts costs while keeping distribution on the result beam.

• The price of a postage stamp can mean a big saving and a better-than-average response. All that's necessary is a line about the size of the proposed booklet, and the number of pages.

SALES MANAGEMENT

386 Fourth Ave.
New York, N. Y.

Hoffman is now promotion manager of Fawcett Distributing Corp. . . Cornelius J. Sheehan, recently a member of the editorial staff, is appointed promotion manager of *Look*. . . Miss Jean Whelan is now advertising manager of *Promenade*, New York.

Eugene Hugh Publishers, Inc., Chicago, will publish the *American Family*, a monthly "designed to cover all activities in the family life movement throughout the country." The magazine will be promoted through James V. Malone Organization, Chicago. Advertising will not be accepted for publication until the May, 1943, issue.

Parents' Institute, Inc., publisher of *Parents' Magazine* forms the Boys' and Girls' Group, of five of its magazines, with combined net paid circulation guaranty of 1,375,000. . . Scholastic Magazines adjust rates with increase in circulation guaranty to 440,000.

Saturday Evening Post begins to effect radio tie-ups with its editorial features. Commander John Morrill of the Navy, who wrote "18 Men and a Boat," published in the *Post*, appeared in a recent Kate Smith Friday evening show. . . Condé Nast issues "*Vogue's First Reader*," with introduction by Frank Crowninshield. . . Abraham Merritt, editor of the *American Weekly*, is author of "The Story behind the Story," published privately by that publication. . . To provide a "working knowledge of the Spanish language in three months," *Time* and *Life* present "Let's Learn Spanish," on WQXR, New York. . . With advertising and circulation continuing to gain, the *American Magazine* expands the list for its monthly series of newspaper insertions, through L. E. McGivena & Co.

Magazine Marketing Service issues a condensed transcript of a special discussion group meeting on population and income shifts of the New York chapter of American Marketing Association.

Starting with February issues of its eight magazines, Macfadden Publications, Inc., will begin a program of gradual retardation of "on sale" dates to bring them closer to dates shown on covers.

Radio

Combined billings of CBS, NBC, Blue and Mutual networks are estimated to have risen to about \$115,000,000 in 1942, from about \$107,000,000 in 1941.

In a year-end statement, William S. Paley of CBS pointed out that "American radio is a great national asset in wartime in direct proportion to the inherent merits of the system in normal time." . . . Mark Woods of Blue Network Co. cited expansion in both service and business in its first year. . . Mutual showed how its "entire 1942 operations were keyed to the war effort." . . . NBC reported on such varied activities as "war programming" and "war effort," "public service," network realignment, engineering standards, and record sales volume.

Federal Communications Commission approves the sale of Yankee Network of 21 stations to General Tire & Rubber Co., Akron.

NBC issues Rate Card No. 30, effective January 1. . . WBIR, Knoxville, Tenn., joins the Blue Network, which now has 147 affiliates. . . WOR, New York, begins a campaign on its "Sweet '16", the present number of cities in its guaranteed coverage area with more than 100,000 population.

Marilyn Cantor, daughter of Eddie, becomes an announcer, and Paula Stone, daughter of Fred, a program director with WNEW, New York. . . William W. Chaplin, former International News Service foreign correspondent, is now a news commentator with NBC. . . Miss Marion Myles and Charles Parker Hammond are appointed assistants to Charles B. Brown, advertising and promotion director at NBC. . . Guy H. Cunningham, former sales promotion manager of *Screenland*, *Silver Screen* and *Movie Show*, is now sales promotion manager of WEEL, CBS Boston outlet. . . Robert M. Scholle is named sales director for WLBI, Brooklyn. . . John Fistere joins WNEW, New York, as sales promotion director. . . Merton V. Emmert, from WLW, Cincinnati, becomes farm director of WEAF, New York. . . Clark A. Snyder, radio director of J. Stirling Getchell, Inc., for the last six years, joins the Blue Network's station relations staff. . . T. O. McCullough, from WAGA, Atlanta, becomes commercial manager of WIOD, Miami.

Business Papers

Donald M. Nelson of the War Production Board urges publishers of some 2,000 business papers to enlist their support of the industrial dormant scrap drive. . . Chicago Business Papers Association announces that its competition for the "best all-round use of business paper advertising in 1942" will close January 31. . . M. M. Zimmerman of *Super Market Merchandising* has founded a Super Market Merchandising Fellowship at Harvard Business School.

Fleet Owner, New York, increases agency commission to 15%, with cash discount of 2%. . . Cyril B. Delgado is appointed editor and business manager of the *Glass Industry* and Alexis G. Graam advertising manager of the *Glass Packer*, New York.



George Madill is appointed assistant sales manager of new division of Artkraft Sign Co., Lima, Ohio.

Artkraft Sign Expands Fluorescent Work

Artkraft Sign Co., Lima, Ohio, forms a division to produce industrial hot cathode fluorescent lighting. George Madill, former president of Chicago Vacuum Equipment Co., has been appointed assistant sales manager of the new division.

The company, which employs 1,600 people in its various plants, is said to be the largest manufacturer of all types of signs.

SALES MANAGEMENT

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

All This and Economy, Too. The bounty referred to in the title of this study of advertising costs, by The Bureau of Advertising, American Newspaper Publishers Association, is the increased circulation that can be had by advertisers today without a corresponding increase in the cost of space. Buyers get more for their money in 1943 than they did in 1939, before the outbreak of the war. The study covered all the daily newspapers in the United States and Canada, 1883 in all. An advertiser who might want to use all these papers, it points out, would reach 45,227,274 people in the 1,469 cities and towns with dailies at a cost of \$2.97 per line per million circulation. This is a drop of 18c from the rate prevailing three years ago, and it is "due to the fact that while newspaper circulation has steadily increased, rates have gone up only fractionally . . . on many newspapers not at all."

Of course, the Hudson Bay to the Rio Grande campaign is a case of just supposing, purely to effect a more tangible appreciation of the big buys which are possible in newspaper space today. Many an advertiser couldn't afford to cover the continent, even if he wanted to. Advertisers are picking their markets, measuring the upward impact of the war in each section, projecting variations into the peacetime future, spending their advertising dollars where they'll bring the greatest returns. The study quickly gets down to practical cases, showing how economically a newspaper campaign can work a particular section or a group of cities on the same population level. Newspaper advertising is even more economical than the figures indicate, it says, since advertisers don't have to use all the papers in a chosen area, but can choose those that fit the task and the budget.

The complete cost picture can be had at a glance in two tables which are the central feature of the study. The first lists costs in the United States and Canada by zones, states and provinces; the other by city-size groups. The breakdown in each table shows total families, localities with daily papers, number of dailies in each, net paid circulation, and the cost of 5,000, 10,000 and 20,000 lines respectively. For copies, write to George Benneyan, The Bureau of Advertising, American Newspaper Publishers Association, 370 Lexington Ave., New York City.

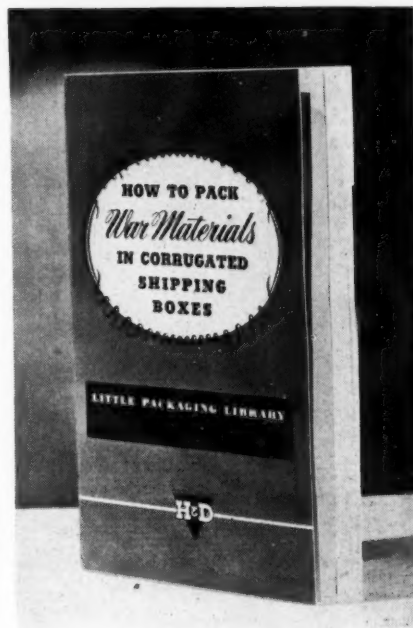
About the Mystery of the Missing Dollar That Wasn't Missing. The long title applies to an attractive little book containing interesting market data about Florida's Sun Empire, of which Orlando is the capital. The mystery is this: what do the people in this area eat, what do they do with their money, since, according to some advertisers,

their office records show no shipments of goods to Orlando? In a breezy style, punctuated with impish illustrations, the authors make the question seem even more baffling than the advertisers' discovery would indicate. The Sun Empire, they reveal, grows 80% of all Florida's citrus fruits, embraces 62% of the farm families with incomes over \$1,500, about a fourth of the state's year-round residents and a third of the counties with the highest retail sales. Even more confounding is the fact that Orlando leads its nearest competing city by 16% in retail food sales, 36% in drug sales and more than 55% in total retail sales per capita. The mystery is finally cleared up by the testimony of leading retail stores, wholesale grocers, and wholesale druggists, who explain that their stocks are shipped to Jacksonville, Tampa, or Sanford, and trucked into Orlando. Address W. G. McBride, Station WDBO, Orlando, Fla., for copies.

Shout of Defiance. This deluxe portfolio is the crowning touch on a study started by Station WLW right after Pearl Harbor. The station asked ten executives to give their thoughts regarding advertising in total war. One page in the study is devoted to the statements of each executive, as well as the statements of three government officials. The companies represented in the symposium had invested more than twenty million dollars in advertising during 1941. WLW arranged with Publishers' Information Bureau to compare the companies' outlay for advertising in magazines, farm papers and radio network in the first eight months of 1941 with expenditures for the same period in 1942. They found that although seven of the companies were engaged solely in war work, advertising expenditures for the group remained at 85.1% of the peacetime level. The researchers checked further to ascertain the attitude of the dealer—the man who moves the goods—toward wartime advertising. Seven prominent retailers in the midwestern area are quoted on this subject, a page being devoted to each. Address M. F. Allison, Station WLW, Cincinnati, Ohio.

Training New Employees as Job Instructors. A large part of the war effort on the production front depends on men and women assigned to jobs they've never done. That means that plans for the training of these newcomers now occupy a top position among the problems of manufacturing executives and others engaged in vital war work.

A concise handbook that surveys the principles and methods of training, and includes the substance of widely used methods, is offered by the Metropolitan Life Insurance Co., as a move toward solving this particular phase of the manpower problem. The first step in the training of new employees is the training of instructors and, logically, the people best fitted for these jobs are one's own employees. Based on a survey conducted by the company, the book discusses such questions as the selection of instructors, the time and place for their training, the consequences of inadequate training, the cost of training, etc. Included in the report are many samples of training programs now in operation in war production industries and many exhibits illustrating the material used in such programs. The suggestions offered are based on interviews and correspondence with Federal and State agencies, consultation with private companies, and actual use of the training method by the author. Address William J. Barrett, Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York City.



Box-lore for war times.

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Comment

BY RAY BILL

THE SALES PANORAMA. Whoever said all-out war would usher out sales executives, salesmen, and selling, must be hiding his head in shame as the new year of 1943 gets under way. In many spheres, the role of selling has shifted radically to conform with changed requirements, but the function of selling has not been eliminated, nor will it be. Like such other basic functions, as eating and sleeping, it will go on forever in every well organized society where people at large enjoy a decent standard of living.

When we look at the sales panorama of the present day, here are just a few things which we see:

Purchasing agents converted to or actually replaced by trained salesmen now employing all the arts of selling.

A whole army of so-called "expeditors" selling its head off to speed up delivery and production of both consumer goods and war materials, long since bought and sold.

Salesmen of industry at large, up to and including company presidents, selling the whys and wherefores of higher prices, substitution, late deliveries, shortages, etc.

Each branch of the Government selling from the housetops the reasons why its needs for almost everything are of momentous size and immediate urgency.

Tremendous sales drives for donations.

Even more tremendous and continuous sales drives to persuade all the people to buy war stamps and bonds.

Industries and individuals selling like mad to win this or that battle of priorities—rationing—allotment—pricing.

Industries and companies girding themselves to sell equity and justice (for themselves and, we hope, for others too) under such revolutionizing sales heads as (1) government grading, (2) victory modeling as against private trade-mark brands, (3) new conceptions of standardization and simplification, (4) OPA reorganization, (5) mandatory inventory controls, (6) concentration, and (7) government restriction of sales territory.

Companies and individuals selling the idea that profit and income limitations should not be applied stupidly.

Pressure groups and economic, racial, religious blocs selling what they contend are the proper answers to economic and social justice.

Labor, farmers, business, educators, preachers, women, selling the reasons why they individually should have a greater voice in shaping the strategies and prosecution of the war—and of the peace.

Millions of small business men selling their individual and collective *raison d'être* in times of war and peace.

The advocates of a planned economy or state socialization of business selling their ideas, while believers in private enterprise do likewise as regards their beliefs.

The largest army of governmental workers in the history of our country selling the whys, wherefores, equity, and justice which they claim for the mountainous number of war controls which governmental agencies exercise over industries, companies and people.

Superimposed on top of all this, over a hundred million men, women and children, plus a wide range of editors, commentators, and speakers, selling the superiority of their ideas for winning the war and the peace.

In the midst of this staggering application of salesmanship, industry carrying on customary sales effort of very sizable proportions—selling tangible goods and services to the Government, to industry, to trade, and to the ultimate consumers of consumer goods.

This extraordinary panorama means that sales executives, salesmen, and salesmanship face challenges of many important kinds. But, thank God, they do not face the challenge which could be the most threatening of all—namely, the elimination of selling as the most outstanding characteristic of the American way of life.

We never can be over-grateful to our fighters in uniform. We never should under-rate the contributions of our leaders and executives, both in and out of industry. We never should under-evaluate the part played by millions of individual workers on the farms, in the factories, and elsewhere. But, withal, we always should realize that salesmen and salesmanship constitute the great accelerating and balancing force absolutely essential to all these other patriots attaining speedy results of mammoth proportions.

No other country possesses or permits such great selling forces to run free, wide and handsome. Consequently, no other country can or does secure comparable economic and social results. "Wide open selling" will be ever the key-stone of democracy and of social and economic progress in America.